

**FACTORS INFLUENCING THE EFFECTIVENESS OF BORDER CONTROL
SYSTEMS IN CONTROLLING ILLEGAL IMMIGRANTS: A CASE STUDY OF JOMO
KENYATTA INTERNATIONAL AIRPORT, NAIROBI KENYA**

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**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF ARTS
IN PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI.**

2013

DECLARATION

This Research project report is my original work and has not been presented for a degree award in this or any other University.

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DEDICATION

This project report is dedicated to my family and all those who supported in the completion of this project writing. Thank you and God bless you abundantly.

ACKNOWLEDGMENTS

It has been an exciting and instructive study period in the University of Nairobi and I feel privileged to have had the opportunity to carry out this study as a demonstration of knowledge gained during the period studying for my master's of arts degree. With these acknowledgments, it would be impossible not to remember my supervisor Mr. Johnbosco Kisimbii for his guidance, lecturers who taught me during first year of study and my classmates for their support and those who in one way or another, directly or indirectly, played a role in the realization of this research project like Purity Karani, Richard Emoru, Jane Misiko, Vincent Obuya, Masese Richard and Fredrick Wesonga. Let me, therefore, thank them all equally.

Firstly, I am indebted to the all-powerful God for all the blessings he showered on me and for being with me throughout the study. Finally, I take this opportunity to express my deep gratitude to the lasting memory of my loving family, and friends who are a constant source of motivation and for their never ending support and encouragement during writing of the project.

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LIST OF ABBREVIATIONS AND ACRONYMS

BCMS	Border Control Management System
CRS	Congressional Research Service
CUTE	Common Use Terminal Equipment
GAO	General Accounting Office
ILO	International Labour Organization
ICTs	Information and Communications Technologies
IT:	Information Technology
JKIA:	Jomo Kenyatta International Airport

ABSTRACT

The aim of this study was to investigate factors influencing the effectiveness of border control systems in controlling illegal immigrants. Effective border management at the points of entry enhances security of the country. At the points of entry is where persons travelling on forged documents, lost passports, drug traffickers, terrorists, human traffickers are identified. There are three main outcomes of border security that contribute to preventing illegal migration, and they reflect fundamental border-security capabilities of interdiction, deterrence, and networked intelligence. In many ways, the outcomes mirror the drug-control outcomes, but some important differences arise that require careful consideration. The objectives of the study are to assess the extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya, To determine how management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya, To determine how capability of PISCES influences the effectiveness of border control systems in controlling illegal immigrants in Kenya and To determine how government laws influences the effectiveness of border control systems in controlling illegal immigrants in Kenya. A descriptive study design is the best design to be used to fulfill the objectives of the study. The research used simple random sampling methods by selecting a given number of subjects from a defined population as representative of that population. The researcher used stratified random sampling technique to select a sample size of 55 employees from the population 176 borders control staff from the Jomo Kenyatta International Airport. Data was collected, examined and checked for completeness and clarity. Descriptive statistics was used to analyze the data. Data was analyzed using tables, percentages, means and standard deviations. Statistical Package on Social Sciences version 17 was used in statistical analysis. The study provides data to assist researchers, development practitioners, academicians, policy makers, planners and programme implementers as well a larger society in reducing violent behavior. The study established that there was a technical team in place working on the project for control systems. Project Teamwork and composition was found to be very important throughout the project life cycle. It was also revealed that the world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. Another finding is that the world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. The study results show that the purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Hundreds of millions of travellers cross international borders every year. For government border management agencies, it is important to know the identities of each and every one in order to protect national security and identify travellers of interest (Sita, 2010). Effective border control systems produces positive self-esteem in workers and enhanced national security. However, on the other hand lack of border control systems results in low productivity due to lack of monitoring and evaluation procedures and lack of confidence in making decisions. Decisions at the points of entry should be made faster, accurate in order to reduce the impacts of illegal immigration to Kenyan citizens. The ability to manage the border effectively has great impact on the number of visitors arriving and leaving at the points of entry (Kasimis and Kassimi, 2004).

There has long been a debate over the relationship between legal work programs and illegal immigration. From 1942 to 1964, the United States permitted several hundred thousand young Mexican men to come seasonally for work, most in the agricultural industry, under what was known as the Bracero Program. At its peak more than 400,000 agricultural workers came each year. In the absence of enforcement, the program did little to discourage illegal immigration; many farmers had the choice of hiring braceros or unauthorized workers, and one consequence was poor wage and working conditions for both. Those concerns led to the Bracero scheme being abolished in 1964 (Martin, 2003). Whatever the problems with the Bracero Program, however, the number of illegal entries from Mexico began to rise immediately after it was ended and continued to increase steadily throughout the following decades.

Declining emigration and increasing return migration of Greeks created a positive migration balance in Greece in the 1970s. Immigration then grew at the beginning of the 1980s when a small number of Africans, Asians, and Poles arrived and found work in construction, agriculture, and domestic services (Glytsos and Katseli, 2005). Nevertheless, immigration at that time was still limited in size. In 1986, there were a total of about 90,000 immigrants in the country, one-third of whom were from Europe (Kasimis and Kassimi, 2004). In 1991, the number of

registered "foreigners" (as they are officially referred to in Greece) had grown to 167,000 out of a total population of 10,259,900. The Greek government was unprepared to receive such a large number of immigrants over such a relatively short period of time, and it has struggled with how best to deal with the integration of this population. Though the government has adopted, over the years, limited regularization procedures that would legalize certain unauthorized immigrants largely in response to pressure from constituents and human-rights organizations nearly half of the total estimated immigrant population remains unauthorized today. Regarding other forms of immigrant integration, the government has still not crafted a satisfactory institutional framework nor adopted a specific integration policy.

According to Lyberaki (2008), border control systems offers a suite of complete end-to-end solutions that enhances border security while also allowing seamless and efficient passenger and goods processing at border control checkpoints. These solutions addresses the document processing needs for both arriving and departing travelers as well as goods processing for verification and taxation at all border processing points whether at land, air or sea. Key benefits realized are the comprehensive prevention of identity theft and misuse, the elimination of document fraud and impersonation, as well as the accurate tracking of the history of movement of goods and people into and out of a country's border crossings. The use of border control systems plays a great role in controlling illegal immigration into the country (Kasimis and Kassimi, 2004).

Effective border management at the points of entry enhances security of the country. At the points of entry is where persons travelling on forged documents, lost passports, drug traffickers, terrorists, human traffickers are identified (Lyberaki, 2008). Prior to the use of PISCES, processing of passengers was done manually, decision making was slow and the system was not effective.

Jomo Kenyatta International Airport, formerly called Embakasi Airport and Nairobi International Airport, is Kenya's largest aviation facility, and the busiest airport in East Africa. It is the sixth-busiest airport in Africa. The airport is named after the first Kenyan prime minister and president, Jomo Kenyatta. Kenyatta airport is located in Embakasi, a suburb to the south-east of

Nairobi. The airport is situated 15 kilometres (9 mi) from Nairobi's Central Business District, and at the edge of the city's built up area. The Mombasa Highway runs adjacent to the airport, and is the main route of access between Nairobi and the airport; a rail link is planned. The airport is the main hub of Kenya Airways, JetLink Express and Fly540. Jomo Kenyatta airport is served by a single Runway 06/24. Runway 06 is ILS-equipped, and is used for take-offs and landings. The airport is served by one terminal building constructed in the 1970s. The former "Embakasi" terminal, now used for cargo and for a Kenya Air Force training facility, was constructed before the 1960s. Jomo Kenyatta International Airport's terminal has 3 units that cater for both arrivals and departures. Units 1 and 2 are mainly used for international flights whereas unit 3 is mainly used for domestic flights.

Department of Immigration Service is a service delivery organization that mainly deals with the issuance of passports and other travel documents to Kenyan citizens, control and regulation of entry and exit of persons, investigation and prosecution of all immigration related offences, issuance of permits to foreigners, issuance of visas to persons intending to visit the country among others. All these activities require a prior check before one is issued with the document he/she is applying for. Departing passengers check-in through units 1 and 2 depending on their destinations. Both units have airline check-in counters that operate on a Common Use Terminal Equipment (CUTE) system and immigration desks at the ground floor where passengers are cleared before they proceed to the departure lounge in the first floor via escalators or lifts. There are eight departure gates used to board aircraft via boarding bridges. Arriving international passengers enter via the same gates into a concourse which leads to immigration counters at the first floor before coming to the baggage hall situated in the ground floor. The baggage hall is well served with baggage conveyor belts.

1.2 Statement of the problem

An effective border management is important in every country and can have a significant effect in supporting economic development through efficient processing systems. Immigration reform should be a matter of national priority. They should aim at enhancing the measures of reducing illegal entry into Kenya as well as reduce the current population of unlawfully present persons. Illegal immigrants hurts poor Kenyans when terrorists strikes, commits crimes, takes over jobs

that Kenyans can do and strains the security facilities such as health, education and increase in population. The role of border security can be understood better by thinking about overlapping aspects of the phenomenon. The demand for drugs is affected by education, treatment and incarceration of addicts, punishment for usage, and the price charged for drugs, among other things. Supply is affected by the profitability of drug trading and such disincentives as risk. Some kinds of risk merely result in tactical changes, which may drive up the price charged but do not really affect incentives. Other kinds of risk, such as direct threats to drug leaders of incarceration, having their financial assets frozen, and having their travel and residency locations severely limited, are disincentives that may deter activities perhaps causing a scale-down of attempted traffic or a shift to other forms of crime. Border control can affect operational risk, forcing tactical changes that at least add cost and reduce demand, and that may be so troublesome as to have a deterrent effect. However, despite the strategy adopted by immigration department in using PISCES to determine admissibility of foreigners into the country, there are many illegal immigrants that are in the country. Kenya is still facing a steady increase in the number of illegal immigrants residing in the country. Border control is vital to the security of the nation and its citizens. The threat of international terrorism, worldwide illegal immigration and refugee problems, drug and arms smuggling are issues of that concerns states. Therefore, all states in the world look at measures to increase security at their borders. They apply different organizations and methods to protect their borders. But the main resources are technology and personnel. Therefore, increasing border security is only possible by increasing resources or improving methods. On the other hand, increasing resources causes significant financial costs. The overall research problem addressed in this study is that despite the installation of PISCES at the entry points in Kenya, little has been done to analyze the factors influencing the effectiveness of border control systems in controlling illegal immigrants.

1.3 Purpose of the study

The purpose of this study was to find out the factors influencing the effectiveness of border control systems in controlling illegal immigrants

1.4 Research Objectives

The objectives of the study were:

- i. To assess the extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya
- ii. To determine how management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya
- iii. To determine how capability of PISCES influences the effectiveness of border control systems in controlling illegal immigrants in Kenya
- iv. To determine how government laws influences the effectiveness of border control systems in controlling illegal immigrants in Kenya

1.5 Research Questions

The research questions addressed by the study were:

- i. What is extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya?
- ii. How does management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya?
- iii. How capability of PISCES does influence the effectiveness of border control systems in controlling illegal immigrants in Kenya?
- iv. How government laws do influences the effectiveness of border control systems in controlling illegal immigrants in Kenya?

1.6 Research Hypothesis

The research hypotheses tested by the study were:

- i. The availability of technical team has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- ii. The management support has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- iii. The capability of PISCES has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya

- iv. Government laws has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya

1.7 Significance of the study

The study was foremost to assist border management in Kenya in monitoring movement of persons, capture data, enable detection of undesirable persons into the country and increase installation of the system in places where it was not being used.

Most importantly, it helped the policy makers within public and private sector to identify crucial areas in their organizations and make appropriate decisions to ensure factors influencing the effectiveness of border control systems in controlling illegal immigrants. Also, through this study leaders and managers in state corporations may learn and make responsible strategic plans and policy decisions.

The findings from the study may particularly be useful in providing additional knowledge to existing and future organizations on factors influencing the effectiveness of border control systems in controlling illegal immigrants. This study may also be beneficial to all state corporations both large and small since they would enhance the realization of border control systems in controlling illegal immigrants. The findings may also provide a useful reference document to stake holders on border control systems in controlling illegal immigrants and academic institutions in their endeavors to formulate work plan to meet the performance. Scholars, students and other researchers may also find the study helpful to identify further areas of research built on the findings of this research. The study may be a source of reference material for future researchers on other related topics; it may also help other academicians who undertake the same topic in their studies.

1.8 Scope of the study

The study was confined to Jomo Kenyatta International Airport and was to involve workers in border control systems and was to offer an opportunity for a rich source of data. The researcher was to have significant knowledge of the organizations and was known to some of the staff making it easier to collect the necessary information.

1.9 Limitation of the study

The researcher encountered un-cooperative respondents who do not understand the significance of the research and the researcher explained to them the importance of this study and the way it may assist their working lives in the organization. Due to the organizations rigid policies, the respondents might not be free in answering the questions posed to them for fear of victimization by the authorities. This was overcome by assuring the staff that the study was used anywhere else or by somebody else except for academic purposes. The study was also carried out for a short time.

1.10 Basic assumptions of the study

The study makes the following assumptions in this study; the respondents was be honest and truthful when answering the questions that some governments that may sponsor terrorism can issue genuine documents to illegal immigrants under different identity and makes it impossible for the system to detect them. Government agencies are responsible for providing information to be entered into the system early enough to enable the system to intercept those that are on the alert list, where it is late the system was not detected. The system alone is not complete; the integrity of the users must be above board.

1.11 Definition of significant terms

The definitions of significant terms used in the study are given below.

Border: refers to national borders of Kenya and includes the ports of entry, coastlines and the outer margin of territorial waters

Entry: means admission into Kenya at a designated port of entry on the basis of authority to do so validly granted under the Kenya Citizenship and Immigration Act, 2011

Management Support Refers to the active participation and commitment of organizational top leadership in the management, review and evaluation of ICT projects. This includes; provision of required resources, timely decision making, establishment of a project steering committees and a formal process of project evaluation.

Port: designated place where a person has to report before he or she may move, sojourn, enter, exit or remain within the country

Project Management: This refers to a group or individuals tasked with the overall responsibility for the management and delivery of a project within budget, time and scope.

Project Team and Composition Refers to teams whose members usually belong to different groups, functions and are assigned to activities for the same project and reflects - a range of professional expertise. Usually project teams are only used for a defined period of time

1.12 Organization of the Study

Chapter one of the study contains introduction, giving a background of the study while putting the topic of study in perspective. It gives the statement of the problem and the purpose of study. This chapter outlines the objectives, limitations, delimitations and the assumptions of the study.

Chapter two gives scholars' work on Information Communication Technology projects, Information Technology (IT) project management process, Integration of innovation diffusion theory with change management, Success factors for ICT projects and empirical review. It also outlines conceptual framework variables.

Chapter three consists of research methodology which was be used in the study. It covers the research design, target population, sample design, data collection, validity and reliability of data collection instruments, data analysis techniques, and ethical considerations.

Chapter four presents data analysis, presentation and interpretation. The main objective of the study was to establish factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Chapter five presents a summary of the study findings discussion, conclusions and recommendations. The findings are summarized in line with the objectives of the study which was to establish the factors influencing the effectiveness of border control systems in controlling illegal immigrants.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers other scholars work on Information Communication Technology projects , Information Technology (IT) project management process, Integration of innovation diffusion theory with change management, Success factors for ICT projects and empirical review. It also discusses conceptual framework variables

2.2 Border Control Systems

There are mainly three kinds of organization that countries apply to protect their land borders. One of them is giving this task to the Army. This method is used in our country and in our neighbor countries. The second method is performing this task by state organizations rather than Army. These organizations are under the control of civil administration. An example of this method is U.S. Border Patrol organization that is under the control of Immigration and Naturalization Service of Department of Justice. Sometimes these organizations are supported by Army. The third method is execution of this task by Police Forces. At wartime, these forces are under the operational control of the Army. But at the peacetime, they are under the control of the Ministry of Home Affairs. This method is applied in India and this organization is called as Border Security Force. (Dehlin S. and Olofsson T., 2008)

As seen, when the border security is the subject under concern, the main ministries, departments and armed forces of the states have responsibilities for security of country borders. Therefore, besides much news those are related with border security of countries from all around the world such as declarations of researches for more secure borders or precautions and results of precautions in both technological and organizational issues, we meet some official reports related with border security.

There are several reports of GAO (General Accounting Office is the investigative arm of Congress in U.S.) and CRS (Congressional Research Service) related with border control and security. In their CRS report (June 18, 2001), William J. Krouse (Analyst in Social Legislation;

Domestic Social Policy Division) and Raphael F. Perl (Specialist in International Affairs; Foreign Affairs, Defense, and Trade Division) explain the importance of border security and propose some options to prevent illegal entry into the United States.

In GAO reports, after making studies about border security, precautions are proposed and results of precautions are evaluated. As precautions for strengthening the border, (1) concentrating personnel and technology resources, starting first with the sectors with the highest level of illegal infiltration activity and moving to the areas with the least activity, (2) making maximum use of physical barriers to deter entry along the border, (3) increasing the proportion of time Border Patrol agents spent on border control activities and (4) identifying the appropriate quantity and mix of technology and personnel needed to control the border, are proposed in some parts of GAO reports.

2.3 Effectiveness of Border Control Systems

There are three main outcomes of border security that contribute to preventing illegal migration, and they reflect fundamental border-security capabilities of interdiction, deterrence, and networked intelligence. In many ways, the outcomes mirror the drug-control outcomes, but some important differences arise that require careful consideration. The first outcome is to intercept migrants transiting illegally across the border. Migrants intercepted while transiting illegally return to their source country voluntarily, return to their source country involuntarily after court proceedings or coordination with their source country, or disappear into the resident population while they wait without detention for a court appearance or removal. Migrants who return to their source country, under whatever circumstances, might or might not attempt illegal migration again. These different ways an interdiction might resolve distinguish illegal migration from drug smuggling. Intelligence on drug usage, such as testing of arrested suspects or local market survey of the purity and availability of drugs, can be used to estimate the effectiveness of border controls (Burton, S. and Steane, P., 2004).

Efficient border controls protect the safety of passengers and air traffic and make an important contribution to the fight against international terrorism and illegal immigrants. G&D's Border Control Management System (BCMS), which embraces all relevant border control processes, has been developed to meet these challenging requirements. It has been specifically designed to

process ICAO-compatible travel documents. These include machine-readable travel documents, e-passports and e-ID cards with chips or visas.

G&D systems automatically scan biometric data such as fingerprints and ISO facial images and compare them with the data stored on the document chip. In addition, the systems provide a comprehensive database of information about arrivals and departures or transit data. The BCMS also automatically checks the passenger's personal data and the travel document's expiration date. What is more, the solutions can be connected to external databases, both national and international, such as Interpol and Europol wanted lists (Delone, and McLean, 1992)..

2.4 Technical team and Effectiveness of Border Control Systems

Project Teamwork and composition is important too throughout the project life cycle. The project team should consist of best people in the organization (Buckhout et al., 1999; Bingi et al., 1999; Rosario, 2000; Wee, 2000). Building a cross-functional team is also critical. Teams should have a mix of consultants and internal staff, so that internal staff can develop necessary technical skills (Sumner, 1999). Both business and technical knowledge are essential for business (Bingi et al., 1999; Sumner, 1999).

The importance of information and communications technologies (ICTs) as powerful tools for socio-economic development is now widely acknowledged not only among large corporations but small business enterprises as well. However, for ICT to be effectively deployed as engines of economic development existing IT skills gap both in developed and developing countries must be addressed. The Digital Opportunity Task Force (DOT FORCE, 2002) emphasizes human resources development through systematic training and education as critical if countries have to reap digital dividends. Additionally, pervasive use of ICT in the economy depends on well-trained human resources for developing relevant applications, supporting and maintaining systems. Moreover, investment in human capital, research and development is becoming increasingly recognized as a critical factor in preparing citizens to participate in the digital age. The International Labour Organization (ILO, 2001) states that countries with the right mix of skills stand a better chance of becoming important locations in global markets. However, for maximum gains to emerge, the development of essential ICT skills is necessary because without

such skills, the technologies can neither be maintained nor adapted to local use. The promotion of education and literacy in general and digital literacy in particular, remains a major challenge facing most countries especially those in the developing world. ILO (2001) observes that adoption of ICT in business environments creates two types of skill needs. The first is related to the variety of foundation skills such as the ability to communicate, analyze and solve problems. The other skills relate to technical component which extends beyond the ICT sector to the economy as a whole.

The project should be the top and only priority and the workload should be manageable. As far as possible, teams should be collocated together at an assigned location to facilitate working together (Wee, 2000). The team should be given compensation and incentives for successfully completing the project on time and within the assigned budget (Wee, 2000). The team should be familiar with the business requirements and products so that they know what needs to be done to support business processes (Rosario, 2000).

The sharing of information within the company, particularly between project partners and between partnering companies is vital and requires partnership trust (Stefanou, 1999). Partnership should be managed with regular scheduled meetings. Incentives and risk sharing agreements will aid in working together to achieve similar goals (Wee, 2000).

2.5 Management Support and Technical team and Effectiveness of Border Control Systems

There is no doubt that executives play a crucial role in the process of implementing ICT investments (Kohli and Devaraj, 2004). At the same time, ICT executives' perceptions were also shown to be an excellent proxy measure for successful ICT implementation and were also found to be highly correlated with objective measures (Tallon *et al.*, 2001). Of course, a certain danger exists that ICT managers will exaggerate the role of ICT or that they will not grasp the full complexity of ICT's effects. In a study by Venkatraman and Ramanujam (1987), senior executives were asked to rate their firm's performance relative to that of their biggest competitors using a number of different performance criteria, including sales growth, net income growth and ROI. The resulting high degree of correlation between the perceptual and objective performance measures led the authors to conclude that “perceptual data from senior managers can be employed as acceptable operationalization of business economic performance” (Venkatraman

and Ramanujam, 1987). Executives' perceptions of ICT's payoffs have also been correlated with more traditional economic performance measures such as revenues, net profits and productivity (Tallon *et al.*, 1998). Of course, besides quantitative and financial effects ICT investments are also particularly important for the quality of services, customer satisfaction and market positioning, which are all relatively difficult to evaluate quantitatively.

Although perceptual measures have been widely accepted in organisational research (Lawrence and Lorsch, 1986), they have only recently begun to appear in the ICT literature. For example, DeLone and McLean (1992) argued that executives are ideally positioned to act as key informants in a qualitative assessment of ICT's impacts on their corporations. There is a twofold basis for this argument. First, as direct consumers of ICT executives can rely on personal experience when forming an overall perception of the impacts of ICT (Davis and Olson, 1985; Rockart and Flannery, 1983). Second, as business executives become more involved in ICT investment decisions they are also increasingly exposed to the views of their peers and subordinates (Natek and Lesjak, 2005). Several studies also demonstrate that executives' perceptions are the key to understanding how ICT impacts on a firm's performance (Boynton *et al.*, 1994). Within this context, Grover *et al.* (1998) used perceptual data from executives to shed light on the link between ICT diffusion, process change and productivity gains for a series of technologies. On the other hand Neely *et al.* in Pantazi and Georgopoulos (2006) suggest that companies should use the "performance prism" model in order to evaluate the value and impact of ICT, taking into account the views of stakeholders, employees and customers. Finally, Broadbent and Weill (1993) established a clear relationship between managerial perceptions of the role of ICT infrastructure, the perceived value of that infrastructure, and the ICT investment biases.

Managers require a road map for strategic adoption of ICT, but, its implementation which will inevitably be unsuccessful if the organization's culture is not properly aligned with, and supportive of an overall business strategy (Schneider, 2000). ICT implementation should become a business objective of the construction industry and should give equal prominence to technology, people and processes involved in construction projects. Only in such a scenario will it be adopted by the industry as a whole. The strategic and cultural factors are qualitative and have been studied separately through qualitative analysis.

ICT adoption by project managers and team members is defined by the factors affecting their perceptions as well as the factors affecting decision making at the organization level. Similarly, ICT adoption by an individual organization is also defined by the factors affecting ICT adoption at the industry level, since it represents its national construction industry. Thus, causal relationships between all the identified factors need to be studied. While researchers analyzing the benefits from ICT use and investment have tended to concentrate their assessment at the firm/organization level, studies at the industry level have been scarce (Ruddock, 2006)

2.6 Capability of PISCES Technical team and Effectiveness of Border Control Systems

The United Nations estimates that around 175 million persons currently reside outside the country of birth. This represents about three per cent (3%) of the world's population (IOM, 2005). This exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. The growth in international crime and illegal immigration has led to increasing concern over security of travel documents and calls for recommendations on what may be done to help improve their resistance to attack or misuse (ICAO, 2006). The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document, alteration of text in the visual or machine readable zone. This has led to the adoption of PISCES at the borders of entry to assist immigration officers in overcoming the main threats of persons travelling on counterfeit documents. PISCES program is installed together with the passport readers, camera and finger print machine. Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might be intending to come to the United States to violate our laws and endanger our safety (Jeanne A. B., 2001). Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity.

2.7 Government laws and Technical team and Effectiveness of Border Control Systems

The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Again, the evidence is sparse but it suggests that tougher enforcement is increasing the price for anyone wanting to enter the United States illegally. At the southern border, most of those

attempting to enter illegally use smugglers and the costs of entry have grown significantly (Roberts et al. 2010). But the rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement.

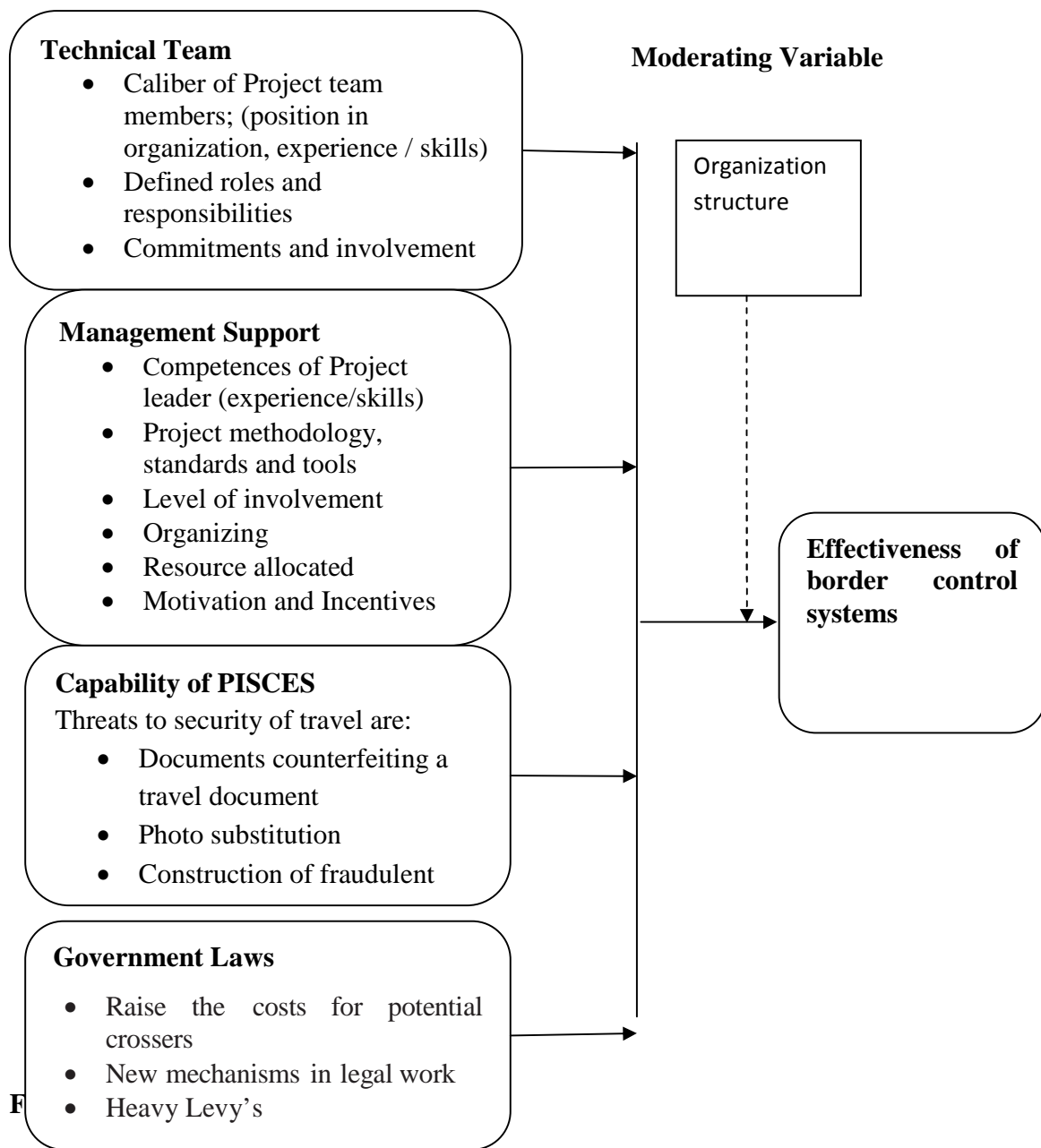
The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, especially from Mexico, is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform. The original legislation proposed by Senators John McCain and Edward Kennedy in 2005 would have authorized as many as 400,000 guest workers annually, roughly the number that came at the height of the Bracero Program in the late 1950s. Coupled with improved enforcement at the border and the workplace, there are strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. A further advantage is that the U.S. government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards of \$3,000 to a smuggler for the opportunity to enter the United States illegally would surely be willing to pay as much or more for the right to live and work here legally.

2.6 Conceptual Frame Work

The Independent variables in this research are the technical team, Management Support, Capability of PISCES and Government Laws and dependent variable is Effectiveness of border control systems

Independent Variables

Dependent Variable



2.7 Discussion of conceptual framework

The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document, alteration of text in the visual or machine readable zone. Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might be intending to come to the United States to violate our laws and endanger our safety. Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity

The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. At the southern border, most of those attempting to enter illegally use smugglers and the costs of entry have grown significantly. But the rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement. The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, especially from Mexico, is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform.

Project Teamwork and composition is important too throughout the project life cycle. The project team should consist of best people in the organization (Buckhout et al., 1999; Bingi et al., 1999; Rosario, 2000; Wee, 2000). Building a cross-functional team is also critical. Teams should have a mix of consultants and internal staff, so that internal staff can develop necessary technical skills (Sumner, 1999). Both business and technical knowledge are essential for business (Bingi et al., 1999; Sumner, 1999).

There is no doubt that executives play a crucial role in the process of implementing ICT investments (Kohli and Devaraj, 2004). At the same time, ICT executives' perceptions were also shown to be an excellent proxy measure for successful ICT implementation and were also found to be highly correlated with objective measures (Tallon et al., 2001). Executives' perceptions of ICT's payoffs have also been correlated with more traditional economic performance measures such as revenues, net profits and productivity (Tallon *et al.*, 1998). ICT implementation should

become a business objective of the construction industry and should give equal prominence to technology, people and processes involved in construction projects

2.8 Summary of the literature Review

ICT diffusion success could be perceived in terms of factors that influence technology adoption and the way in which successful adoption of technology by potential users could be sustained Peansupap and Walker (2005). They classify the factors affecting ICT diffusion in an organization as static and dynamic, where static factors, e.g. technological characteristics and communication channels, fundamentally affect initial ICT diffusion and dynamic factors, e.g. motivation, training and technical support, sustain ICT diffusion changes. People, who are a part of different project team organizations, manage projects and the project team organizations are a part of the construction industry. Thus, factors are required to be studied at the three levels of industry, organization and people and the following section summarizes the literature study for factors at these three levels.

In a survey conducted to assess the status of ICT adoption in the Australian construction industry, it was found that the annual turnover of an organization has an effect on the uptake of ICT and ICT training performance for an organization (Kajewski, Weippert, Remmers, and McFallan, 2004). Ruddock (2006) also reports that smaller firms tend to be less ICT intensive than large firms. Partly because large firms have more scope for improving communication flows within the organization and partly because large firms also invest more in ICT than small firms as ICT investment is risky and uncertain, which may be more difficult for small firms to bear. This factor highlights the relevance of the research study discussed in this paper as it studies ICT adoption by SMEs.

Liberatore et al. (2001) have identified the improved capabilities of project management (PM) software as enablers of effective ICT adoption and an area for future research. Thus, information technology (IT) tools or PM software adopted for PM processes have an effect on ICT adoption for BPM.

Using the internet as the communication platform facilitates the speedy transmission of information and also reduces the cost of communication with overseas construction sites as

compared with traditional information handling methods (Tam, 1999). Thus, increased geographical separation between project team members is an important factor driving ICT adoption for BPM.

However, it has been found difficult to evaluate these benefits (Ruddock, 2006) and many of the traditionally used appraisal approaches have been found inadequate. As a result, the investment in ICT is too often assumed to be negative since the benefits are not properly evaluated, included and weighted against the costs and risks the investment is expected to generate. It does not only have an influence on individual projects but also, in the long run, on the motivation to innovate and introduce new ICT tools in the construction industry (Dehlin and Olofsson, 2008). This aspect is a barrier for effective adoption of ICT. Some of the other identified barriers are suggested to be deficient understanding and lack of knowledge about the possibilities of ICT, unsuccessful implementation into project organizations and limitations of software functionality (Dehlin and Olofsson, 2008). Thus, in the absence of an accepted evaluation method, the benefits and barriers of effective ICT adoption are primarily perception-based and these perceived benefits and barriers determine the extent of ICT adoption by the construction industry.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology which was used in the study. It covers the research design, target population, sample design, data collection, validity and reliability of data collection instruments, data analysis techniques, and ethical considerations

3.2 Research Design

A descriptive study design was used. A case study was used to obtain an in-depth investigation of an individual, institution or phenomenon (Mugenda and Mugenda, 2003). The primary purpose of case study was to determine factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport. A descriptive study design was deemed the best design to fulfill the objectives of the study. Case study research design has the advantage of generating new understandings, explanations and is cheaper than survey and takes less time; it is for this that the study adopted a case study research design. A research design is the general plan of how one goes about answering the research question (Saunders, Lewis and Thornhill, 2000). A descriptive survey research design will be used to obtain data. This design is considered appropriate for the type of objective of this study and the implied comparative analysis to determine the factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport. This research will be both explanatory and descriptive. It is explanatory in the sense that the problem is examined with an aim of establishing the casual relationships between variables. On the other hand, it qualifies as descriptive since it sought to portray the phenomenon through describing events, situations and processes.

3.3 Target Population

According to Mugenda and Mugenda, (2003), a population can be defined as an entire set of relevant units of analysis or data. The target population of this study was 176 borders control staff from the Jomo Kenyatta International Airport.

The target population was drawn from a group of individuals who are actively involved in the borders control; namely, Senior Assistant Director, Assistant Director, Administrator, Central Supervisor, Secondary Officer and Primary officer.

Table 3.1:Target Population

Category	Population size
Senior Assistant Director	1
Assistant Director	1
Administrator	1
Central Supervisor	3
Secondary Officer	50
Primary officer	120
Total	176

3.4 Sampling Procedure and sample size

Sampling technique provides a range of methods which enables reduction of data to be collected, by focusing on data from a sub-group rather than all cases of elements. The sampling design used was non-probabilistic since it allowed for a selection of individuals who have been involved in border control systems at Jomo Kenyatta International Airport and that were best suited to answer the research question. This technique was also suitable when working with smaller samples since it catered for cases that were particularly informative.

The researcher used stratified random sampling technique to select a sample size of 55 employees from the population 176 borders control staff from the Jomo Kenyatta International Airport.. Mugenda and Mugenda, (2003), states that a sample of 30% is considered representative for a population less 500. So if the population is less or equal to 30% it is appropriate to carry out census study. The sample size is justified by 30% since it will minimize

the duplicity and redundancy of to be data obtained and the size is large enough to ensure collection of comprehensive data.

Table 3.2: Sample Population

Category	Population size	Sample size (30% of Population)
Senior Assistant Director	1	1
Assistant Director	1	1
Administrator	1	1
Central Supervisor	3	1
Secondary Officer	50	15
Primary officer	120	36
Total	176	55

3.5 Data Collection Methods

The primary data was obtained from the respondents through a structured questionnaire comprising of closed and open-ended questions.

The questionnaire was divided into 3 parts where Part A covered general demographic data of the respondents, part B consisted of questions focusing on factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport, the questionnaire used in Likert 1-5 scale, with 1 being 'to no extent at all', 2 being 'to a small extent' 3 being 'to some extent', 4 being 'to a high extent' and 5 being 'to a very high extent'.

3.6 Validity of Instruments

Joppe (2000) provides the following explanation of what validity is in quantitative research where Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bull's eye" of your research object? Researchers generally determine validity by asking a series of questions, and will often look for the answers in the research of others.

Wainer and Braun (1998) describe the validity in quantitative research as “construct validity”. The construct is the initial concept, notion, question or hypothesis that determines which data is to be gathered and how it is to be gathered. They also assert that quantitative researchers actively cause or affect the interplay between construct and data in order to validate their investigation, usually by the application of a test or other process. In this sense, the involvement of the researchers in the research process would greatly reduce the validity of a test. Data quality will be incorporated in the entire study process especially at the data collection point to include completeness of questionnaires, legibility of records and validity of responses. At the data processing point, quality control included; data cleaning, validation and confidentiality. There are three types of validity which will be addressed and stated; *Face validity* with pre-testing of survey instruments was a good way used to increase the likelihood of face validity. *Content validity* the use of expert opinions, literature searches, and pre-test open-ended questions helped to establish content validity.

3.7 Reliability of Instruments

Joppe (2000) defines reliability as the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable

The most popular methods which will be used in estimating reliability is the use of measures of internal consistency. The questionnaire was pre-tested through a pilot test with individuals from the same organizations previously involved in border control systems but not part of the sample population in the study to avoid double inclusion of pre-test participants in the main study. Their feedback helped in making vital adjustments to enhance reliability and validity of the study findings. To ascertain the reliability of the data collection instrument was examined by professionals who include researchers, supervisor and border control systems experts and modifications will be done based on the responses obtained.

3.8 Data Analysis

Data was collected, examined and checked for completeness and clarity. Descriptive statistics were used to analyze the data. Data was analyzed using tables and percentages, means and standard deviations. Statistical Package on Social Sciences version 17 was used for statistical analysis.

3.9 Ethical Consideration

Ethics are norms governing human conducts which have a significant impact on human welfare. It involves making a judgment about right and wrong behavior. Bryman (2007) states that it is the responsibility of the researcher to carefully assess the possibility of harm to research participants, and the extent that it is possible; the possibility of harm should be minimized. The researcher recognized that the issue under study was sensitive because it involved the core business of the organization. Therefore, there will be need to protect the identity of the respondents as much as possible. This means that the questionnaires did not require the respondent's names or details that may reveal their identity.

The researcher will also obtain a letter from University of Nairobi allowing to undertake the study and an introductory letter explaining the purpose of the study and Confidentiality will be upheld for all respondents.

3.10 Operational Definition of Variables

The operational definition of variables on factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport. This are given variable are given in Table 3.3

Table 3.3 Operational definition of variables

Objectives	Type of Variable	Indicators	Measurement scale	Tools of Analysis	Type of Statistics
	Independent Variables				
To assess the extent to which technical team influences on effectiveness of border control systems in controlling illegal immigrants at study of Jomo Kenyatta International Airport	Technical Team	Caliber of Project team members; (position in organization, experience / skills) Defined roles and responsibilities Commitments and involvement level	Ordinal	Mean, Percentage, mode, Standard deviation	Descriptive
To determine the influence of management support on effectiveness of border control systems in controlling illegal	Project management	Competences of Project leader (experience/skills) Project methodology, standards and tools Level of involvement	Ratio	Mean, Percentage, Standard deviation	Descriptive

immigrants at study of Jomo Kenyatta International Airport		Organizing Resource allocated (Budget, personnel) Motivation and Incentives			
To establish the influence capability of PISCES in detecting imposters on effectiveness of border control systems in controlling illegal immigrants at study of Jomo Kenyatta International Airport	Planning	Business value (increased effectiveness, efficiency and cost savings) Completion of project within time and budget Budget overruns and Abandoned projects	Ratio	Mean, Percentage, mode, Standard deviation	Descriptive

To establish the influence government laws in detecting imposters on effectiveness of border control systems in controlling illegal immigrants at study of Jomo Kenyatta International Airport	ICT infrastructure	Clear project goals and objectives Well defined requirements Return on Investment	Ratio	Mean, Percentage, mode	Descriptive
	Dependent variable				
	Successful Implementation of ICT Projects	Financial considerations Evaluation of ICT project Application usage Support from supervisors	Ratio	Mean, Percentage, mode	Descriptive

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents data analysis, presentation and interpretation. The main objective of the study was to establish factors influencing the effectiveness of border control systems in controlling illegal immigrants. The study targeted a sample of 55 respondents from at Jomo Kenyatta International Airport who comprised of Senior Assistant Director, Assistant Director, Administrator, Central Supervisor, Secondary Officer and Primary officer. Out of the 55 questionnaires distributed 40 questionnaires were returned filled thus making a response rate of 72.7%, which is an adequate response rate for statistical reporting. According to Mugenda and Mugenda (2003), a response rate of 50% and above is a good for statistical reporting. Statistical Software for Social Sciences (SPSS) was used to generate descriptive and inferential statistics. The study findings are presented in Tables and with explanations done in prose.

4.2 Demographic Characteristics

The study sought to establish the information on the respondents employed in the study with regards to the gender, age, academic background, duration of service, and department worked. These bio data points at the respondents' appropriateness in answering the questions and also looks at the employment demographics at Jomo Kenyatta International Airport.

Table 4.3: Gender

Gender	Frequency	Percentage
Male	28	70
Female	12	30
Total	40	100

The study findings in figure above show that a majority of the respondent (70%) were male while 30% were female. The study findings show that the information collected to establish the respondents from Jomo Kenyatta International Airport employment statistics were represented by both gender.

Table 4.4: Age

Age (Years)	Frequency	Percentage
21-30	4	10
31-40	20	52
41-50	11	25
50 and above	5	13
Total	40	100

The study findings in Table above show that a majority of the respondent (52%) were aged between 31 and 40 years followed by 25% of the respondents aged between 41 and 50 years. The proportion of respondents aged 50 and above years was 13% while 10% were aged 21-30 years. The study findings show that employment statistics in Jomo Kenyatta International Airport comprises of people of different ages from youth, middle aged to old persons. The findings also reveal that most of the respondents were of the ages between 31 and 40 years and therefore had rich experiences which rendered them conversant enough with factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Table 4.5: Academic Background

Academic background	Frequency	Percentage
Certificate	4	10
Diploma	8	20
Undergraduate Degree	18	45
Postgraduate	10	25
Total	40	100

The study findings in Table above show that majority 45% of the respondents held their undergraduate degree; this was followed by 25% who had attained education upto the post graduate level. 20% of the respondents were diploma holders while 10% were certificate holders. These findings indicate majority of the Jomo Kenyatta International Airport staffs have attained undergraduate degree and postgraduate and are therefore knowledgeable enough to provide

information on factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Table 4.6: No of years worked in the present capacity

Worked in the present capacity	Frequency	Percentage
Less than 3 years	8	20
3 to 5 years	16	40
5 to 7 years	10	25
Over 7 years	6	15
Total	40	100

The results show that majority 40% of the respondents had worked for 3 to 5 years. 25% had worked for 5 to 7 years in their present capacity, 20% had worked for Less than 3 years in their present capacity while 15% had worked in their present capacity Over 7 years. This shows that majority of the respondents had worked for a 3 to 5 years and therefore had a great understanding of their role therefore they were in a position to respond effectively on factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Table 4.7: No of years working in the industry

No of years working in the industry	Frequency	Percentage
1 – 2 years	5	12.5
3 – 5 years	11	27.5
6 – 10 years	9	22.5
10 – 15 years	8	20
Over15year	7	17.5
Total	40	100

The findings indicate that majority 27.5% of the respondents had worked in the industry for a period of 3-5 years. 22.5% had worked in the industry for a period of 6-10 years, 20% had

worked in the industry for a period 10-15 years, and 17.5% had worked in the industry for a period over 15 years while 12.5% had worked in the industry for a period of 1-2 years. This shows that majority of the respondents had rich experience and were therefore in a position to respond effectively factors influencing the effectiveness of border control systems in controlling illegal immigrants.

4.3 Factors influencing the effectiveness of border control systems in controlling illegal immigrants

4.3.1 Role played in the indicated ICT project

The respondents were asked to indicate their role in the ICT project implemented for border control systems in controlling illegal immigrants. The table below shows the response rate.

Table 4.8: Role played in the indicated ICT project

Role played in the indicated ICT project	Frequency	Percentage
Project sponsor	2	5
Management representative	3	8
Project team member	13	32
Project Leader / manager	5	12
Technical expert	10	25
User representative	7	18
Total	40	100

The results show that majority of the respondents played the role of Project team member (32%). This was followed by 25% of the respondents who played the role of technical expert, 18% were User representative, 12% were Project Leader / manager, 8% were Management representative while 5% were Project sponsors.

4.4 Technical Team

The respondents were asked to rate the following factors on technical team. The study investigated the extent to which team factors affected the effectiveness of border control systems in controlling illegal immigrants. The results are shown in the table below.

Table 9: Technical Team factors

Factors Under Consideration	Mean	Standard Deviation
Necessary trainings /workshops were conducted for the team to foster team work	3.3211	0.48332
The project team members were experienced, knowledgeable and skilled for necessary for delivery of the project	4.1579	0.44521
Project team showed commitment and achieved their targets and goal in time	3.0526	0.3681
Project team was all inclusive and representative of all key stakeholders	4.2421	0.43063
Average	3.6934	0.4318

The results indicate that majority of the respondents rated Project team was all inclusive and representative of all key stakeholders to a high extent where $m = 4.1579$ and the project team members were experienced, knowledgeable and skilled for necessary for delivery of the project $m = 4.1579$. The following statement were rated to some extent $m =$ Necessary trainings /workshops were conducted for the team to foster team work and Project team showed commitment and achieved their targets and goal in time $m = 3.0526$.

4.5 Project management and Leadership

The study sought to determine the general extent to which Project management and Leadership the effectiveness of border control systems in controlling illegal immigrants. The findings are presented in table below.

Table 4.10: Project management and Leadership

Factors Under Consideration	Mean	Standard Deviation
Project team received necessary support and tools required for the project necessary to achieve their targets and goals	3.7368	0.82785
Incentives and compensation were offered to the project team for motivation and encourage towards achieving their goals / results.	3.8316	0.76704
Top management support was visible throughout the project phases	4.0737	0.58786
Top management ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets	3.8842	0.65009
Effective monitoring and evaluation process to ensure delivery of project in time and within budget	4.0421	0.52422
The project leader had a track record of success with major it projects	4.1579	0.44521
Goals and targets set out were realistic and attainable	4.1895	0.4201
Effective project management methodology and tools were used	4.0315	0.53584
Average	3.9934	0.5947

From the findings presented in table above, the respondents agreed to a high extent on the factors raised above s follows; Goals and targets set out were realistic and attainable m= 4.1895, The project leader had a track record of success with major it projects m=4.1579, Effective project management methodology and tools were used m=4.0315, Effective monitoring and evaluation

process to ensure delivery of project in time and within budget m= 4.0421. Top management support was visible throughout the project phases m= 4.0737, Top management ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets m=3.8842, Incentives and compensation were offered to the project team for motivation and encourage towards achieving their goals / results m=3.8316, Project team received necessary support and tools required for the project necessary to achieve their targets and goals m=3.7368.

4.6 Capability of PISCES

The study sought to establish how the Capability of PISCES affects the project. The results are shown in the table below.

Table 4.11: Capability of PISCES

Factors Under Consideration	Mean	Standard Deviation
The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability.	4.0261	0.6254
The growth in international crime and illegal immigration has led to increasing concern over security of travel documents	4.5125	0.3261
The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document	4.3267	0.4215
Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen	4.2257	0.7518

safety

Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity

	3.6251	0.6541
Average	4.1432	0.5557

The results show that the respondents agreed to a very high extent that the growth in international crime and illegal immigration has led to increasing concern over security of travel documents $m= 4.5125$. the respondents agreed that the main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document $m= 4.3267$, Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen safety $m= 4.2257$ and The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability $m= 4.0261$. the respondents also agreed that Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity $m= 3.6251$.

4.7 Government laws

The study further investigated on how the Government laws affect the effectiveness of border control systems in controlling illegal immigrants. The results are shown in table below.

Table 4.12: Government laws

Factors Under Consideration	Mean	Standard Deviation
The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others	4.6652	0.8625

from ever attempting illegal entry

The lack of any new mechanisms to improve legal work opportunities for low-skilled workers is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform.

4.0321 0.6251

Improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers.

4.3021 0.5312

A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the country illegally would surely be willing to pay as much or more for the right to live and work here legally

4.0987 0.6754

Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement

4.2345 0.7543

Average

4.2665 0.6897

The results show that the respondents agreed to a very high extent that The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry m= 4.6652. the respondents agreed to a high extent that improved enforcement at the border and the workplace, strong reasons to

believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. m= 4.3021, Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement m=4.2345 and A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the United States illegally would surely be willing to pay as much or more for the right to live and work here legally m= 4.0987 and The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform m= 4.0321.

4.8 Test of hypothesis

- i. H_1 : There is positive effect of technical team of border control systems in controlling illegal immigrants in Kenya
- ii. H_1 : The management support has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- iii. H_1 : The capability of PISCES has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- iv. H_1 : The existing of government laws has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya

Table4.13. Hypothesis testing

Hypothesis	Coefficient P-Values	Conclusion
H_1 : There is positive effect of technical team of border control systems in controlling illegal immigrants in Kenya	$P=0.000 \leq 0.05$	Accept H_1. Reject H_0
H_1 : The management support has a significant influences on effectiveness of border control systems in controlling illegal	$P=0.001 \leq 0.05$	Accept H_1. Reject H_0

immigrants in Kenya		
H ₁ : The capability of PISCES has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya	P=0.000<=0.05	Accept H₁. Reject H₀
H ₁ : The existing of government laws has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya	P=0.001<=0.05	Accept H₁. Reject H₀

i. Source, Researcher (2013)

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study findings discussion, conclusions and recommendations. The findings are summarized in line with the objectives of the study which was to establish the factors influencing the effectiveness of border control systems in controlling illegal immigrants.

5.2 Summary of Findings

The study established the factors influencing the effectiveness of border control systems in controlling illegal immigrants by looking at the effect of availability of technical team , Project management and Leadership, Capability of PISCES and Government laws as per the objectives and hypothesis.

Table 5.13: Summary of Findings

Objectives	Main findings
To assess the extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya	The study established that there was a technical team in place working on the project for control systems. The Project team was all inclusive and representative of all key stakeholders. The team employed were experienced, knowledgeable and skilled for necessary for delivery of the project
To determine how management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya	The project got necessary support from the management and project leaders. The project leader had a track record of success with major it projects. Goals and targets set out were realistic and attainable. Effective project management methodology and tools were used. Top management support was visible throughout the project phases. Top management ensured availability of resources (financial and human), as well as

necessary facilities to ensure that the project team meet their targets

To determine how capability of PISCES influences the effectiveness of border control systems in controlling illegal immigrants in Kenya

The growth in international crime and illegal immigration has led to increasing concern over security of travel documents. The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, and construction of fraudulent document. Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen safety. The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability.

To determine how government laws influences the effectiveness of border control systems in controlling illegal immigrants in Kenya

The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement.

5.3 Discussion

Discussion of findings is presented as follows:

5.3.1 Technical Team

The study established that there was a technical team in place working on the project for control systems. Project Teamwork and composition was found to be very important throughout the

project life cycle. The project consisted of best people in the organization who have the right skills and knowledge. They also had business and technical knowledge which are essential in effecting a good control system which will be effective. It emphasizes on the importance of information and communications technologies (ICTs) as powerful tools for socio-economic development. Pervasive use of ICT in the economy depends on well-trained human resources for developing relevant applications, supporting and maintaining systems. Investment in human capital, research and development is becoming increasingly recognized as a critical factor in preparing citizens to participate in the digital age.

5.3.2 Project management and Leadership

Executives play a crucial role in the process of implementing ICT investments. , ICT executives' perceptions were also shown to be an excellent proxy measure for successful ICT implementation and were also found to be highly correlated with objective measures. The project leader had a track record of success with major it projects and goals and targets set out were realistic and attainable. Top management support was visible throughout the project phases they ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets and also made sure there was an effective monitoring and evaluation process to ensure delivery of project in time and within budget.

5.3.3 Capability of PISCES

The study revealed that the world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. The growth in international crime and illegal immigration has led to increasing concern over security of travel documents. The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, and construction of fraudulent document. This has led to the adoption of PISCES at the borders of entry to assist immigration officers in overcoming the main threats of persons travelling on counterfeit documents. PISCES program is installed together with the passport readers, camera and finger print machine. Current immigration law provides the government with extraordinary powers to deny admission to any person believe might be intending to come to and violate the laws and endanger our safety.

5.3.4 Government laws

The study results show that the purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the country illegally would surely be willing to pay as much or more for the right to live and work here legally. Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement.

5.4 Conclusion

Concerns about illegal immigration have overlapped with public safety and national security considerations, including efforts to prevent the inflow of illegal drugs and other contraband, terrorists, and weapons of mass destruction.¹¹ Enforcement to combat these diverse illicit flows inevitably converges at international borders, partly because transnational criminals and other mala fide actors seek to exploit the geographic and jurisdictional complexity that borders create.

Nonetheless, while policies to combat different illegal flows share some common features, each of these security tasks may demand a unique mix of policy tools, and lawmakers may set different standards for successful enforcement outcomes in each area. The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Again, the evidence is sparse but it suggests that tougher enforcement is increasing the price for anyone wanting to enter the country illegally. But the rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement. The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, especially from Kenya, is one of the most unfortunate consequences of the failure by the project to pass comprehensive immigration

reform. Coupled with improved enforcement at the border and the workplace, there are strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers.

One way to use apprehensions data to gauge the effectiveness of border enforcement would be to compare apprehensions to the total number of illegal border crossers (i.e., successful illegal entrants), and thus describe the proportion of border crossers that is apprehended.¹⁰⁹ Precise estimates of how many aliens successfully evade capture and enter the country illegally do not exist, however. Most numbers cited are based on changes in the estimated unauthorized alien.

Moreover, changes in the total unauthorized population do not correlate precisely with successful illegal entries for two reasons. First, not all unauthorized aliens enter the country illegally; previous research suggests that between one-third and one-half enter the country legally and overstay their visas. For this reason, changes in the total unauthorized population *over-estimate* the number of illegal border crossers. Second, annual data on the total unauthorized population do not account for unauthorized migrants who enter the country, stay temporarily, and then leave. Because some unauthorized migrants leave the country (including as a result of being deported), and some may leave and re-enter multiple times, changes in the total unauthorized population also *under-estimate* the number of people successfully entering the country each year.

5.5 Recommendations

This evidence indicates that current border enforcement policies that cause migrants to cross through remote areas and have increased reliance on smugglers, may underlie some of the correlation between apprehensions and violent crime. Future work should look more carefully into the factors that determine the correlation between immigration policy and conditions on the border.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

SIMIYU RAMAH EMMANUEL

P.O BOX 30191- 00100

NAIROBI

Dear Sir/Madam,

RE: REQUEST FOR YOUR PARTICIPATION IN M.A. RESEARCH PROJECT

I am a student at the University of Nairobi pursuing a Master of Arts degree in Project Planning and Management. As part of my coursework, I am required to carry out and submit a research project report on the **FACTORS INFLUENCING THE EFFECTIVENESS OF BORDER CONTROL SYSTEMS IN CONTROLLING ILLEGAL IMMIGRANTS. A CASE STUDY OF JKIA**

.

To achieve this objective, I kindly request for your assistance in completing the attached copy questionnaire. I assure you the information you provide is purely for academic purposes and will be treated with utmost confidentiality. Should the finding of this Research Project be of interested to you or your organization, a copy would be available at the University of Nairobi Library.

Yours faithfully,

SIMIYU RAMAH EMMANUEL

APPENDIX 2: QUESTIONNAIRE

Instructions

Please tick (✓) the box that matches your answer or fill the space provided

PART A: General Information

Date

1) What is your gender? (tick one)

Male ()

Female ()

2) Age(tick one)

20 -30 ()

21 -30 ()

31- 40 ()

40 and above ()

3) What is your academic background?

Certificate []

Diploma []

Undergraduate []

Postgraduate []

4) How long have you been working in your present capacity?

Less than 3 years ()

3 to 5 years ()

5 to 7 years () Over 7 years ()

5) Kindly indicate your position / title in the organization?

6) How long have you worked for the industry?

1 – 2 years () 6 – 10 years () Over15year ()

3 – 5 years () 10 – 15 years ()

PART B:

The questionnaire seeks to find out factors considered important in the implementation ICT projects.

1. What was your role in the indicated ICT project?

- a. Project sponsor []
- b. Management representative []
- c. Project team member
 - i. Project Leader / manager []
 - ii. Technical expert []
 - iii. User representative []
 - iv. Any other specify _____

PART C:

Using a Likert 1-5 scale, with 1 being ‘to no extent at all’, 2 being ‘to a small extent’ 3 being ‘to some extent’, 4 being ‘to a high extent’ and 5 being ‘to a very high extent’, to what extent were the following factors considered important in the implementation of ICT projects in your organization? Please tick (✓) all as appropriate

Technical Team

Factors Under Consideration	1	2	3	4	5
Necessary trainings /workshops were conducted for the team to foster team work					
The project team members were experienced, knowledgeable and skilled for necessary for delivery of the project					
Project team showed commitment and achieved their					

Factors Under Consideration	1	2	3	4	5
targets and goal in time					
Project team was all inclusive and representative of all key stakeholders					

Project management and Leadership

Factors Under Consideration	1	2	3	4	5
Project team received necessary support and tools required for the project necessary to achieve their targets and goals					
Incentives and compensation were offered to the project team for motivation and encourage towards achieving their goals / results.					
Top management support was visible throughout the project phases					
Top management ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets					
Effective monitoring and evaluation process to ensure delivery of project in time and within budget					
The project leader had a track record of success with major it projects					
Goals and targets set out were realistic and attainable					
Effective project management methodology and tools were used					

Capability of PISCES

Factors Under Consideration	1	2	3	4	5
The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability.					
The growth in international crime and illegal immigration has led to increasing concern over security of travel documents					
The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document					
Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen safety					
Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity					

Government laws

Factors Under Consideration	1	2	3	4	5
The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever					

Factors Under Consideration	1	2	3	4	5
Attempting illegal entry					
The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, , is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform.					
improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers.					
A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the United States illegally would surely be willing to pay as much or more for the right to live and work here legally					
Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement					

.....

.....

Thank you for your time and cooperation

**FACTORS INFLUENCING THE EFFECTIVENESS OF BORDER CONTROL
SYSTEMS IN CONTROLLING ILLEGAL IMMIGRANTS: A CASE STUDY OF JOMO
KENYATTA INTERNATIONAL AIRPORT, NAIROBI KENYA**

**BY
SIMIYU RAMAH EMMANUEL**

**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF ARTS
IN PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI.**

2013

DECLARATION

This Research project report is my original work and has not been presented for a degree award in this or any other University.

SIGNATURE:

DATE:

SIMIYU RAMAH EMMANUEL

L50/65315/2010

This Research project report has been examined and passed with my approval as University Supervisor.

SIGNATURE:

DATE:

Mr. Johnbosco Kisimbii

Lecturer,

Department of Extra Mural Studies

University of Nairobi

DEDICATION

This project report is dedicated to my family and all those who supported in the completion of this project writing. Thank you and God bless you abundantly.

ACKNOWLEDGMENTS

It has been an exciting and instructive study period in the University of Nairobi and I feel privileged to have had the opportunity to carry out this study as a demonstration of knowledge gained during the period studying for my master's of arts degree. With these acknowledgments, it would be impossible not to remember my supervisor Mr. Johnbosco Kisimbii for his guidance, lecturers who taught me during first year of study and my classmates for their support and those who in one way or another, directly or indirectly, played a role in the realization of this research project like Purity Karani, Richard Emoru, Jane Misiko, Vincent Obuya, Masese Richard and Fredrick Wesonga. Let me, therefore, thank them all equally.

Firstly, I am indebted to the all-powerful God for all the blessings he showered on me and for being with me throughout the study. Finally, I take this opportunity to express my deep gratitude to the lasting memory of my loving family, and friends who are a constant source of motivation and for their never ending support and encouragement during writing of the project.

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LIST OF ABBREVIATIONS AND ACRONYMS

BCMS	Border Control Management System
CRS	Congressional Research Service
CUTE	Common Use Terminal Equipment
GAO	General Accounting Office
ILO	International Labour Organization
ICTs	Information and Communications Technologies
IT:	Information Technology
JKIA:	Jomo Kenyatta International Airport

ABSTRACT

The aim of this study was to investigate factors influencing the effectiveness of border control systems in controlling illegal immigrants. Effective border management at the points of entry enhances security of the country. At the points of entry is where persons travelling on forged documents, lost passports, drug traffickers, terrorists, human traffickers are identified. There are three main outcomes of border security that contribute to preventing illegal migration, and they reflect fundamental border-security capabilities of interdiction, deterrence, and networked intelligence. In many ways, the outcomes mirror the drug-control outcomes, but some important differences arise that require careful consideration. The objectives of the study are to assess the extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya, To determine how management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya, To determine how capability of PISCES influences the effectiveness of border control systems in controlling illegal immigrants in Kenya and To determine how government laws influences the effectiveness of border control systems in controlling illegal immigrants in Kenya. A descriptive study design is the best design to be used to fulfill the objectives of the study. The research used simple random sampling methods by selecting a given number of subjects from a defined population as representative of that population. The researcher used stratified random sampling technique to select a sample size of 55 employees from the population 176 borders control staff from the Jomo Kenyatta International Airport. Data was collected, examined and checked for completeness and clarity. Descriptive statistics was used to analyze the data. Data was analyzed using tables, percentages, means and standard deviations. Statistical Package on Social Sciences version 17 was used in statistical analysis. The study provides data to assist researchers, development practitioners, academicians, policy makers, planners and programme implementers as well a larger society in reducing violent behavior. The study established that there was a technical team in place working on the project for control systems. Project Teamwork and composition was found to be very important throughout the project life cycle. It was also revealed that the world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. Another finding is that the world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. The study results show that the purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Hundreds of millions of travellers cross international borders every year. For government border management agencies, it is important to know the identities of each and every one in order to protect national security and identify travellers of interest (Sita, 2010). Effective border control systems produces positive self-esteem in workers and enhanced national security. However, on the other hand lack of border control systems results in low productivity due to lack of monitoring and evaluation procedures and lack of confidence in making decisions. Decisions at the points of entry should be made faster, accurate in order to reduce the impacts of illegal immigration to Kenyan citizens. The ability to manage the border effectively has great impact on the number of visitors arriving and leaving at the points of entry (Kasimis and Kassimi, 2004).

There has long been a debate over the relationship between legal work programs and illegal immigration. From 1942 to 1964, the United States permitted several hundred thousand young Mexican men to come seasonally for work, most in the agricultural industry, under what was known as the Bracero Program. At its peak more than 400,000 agricultural workers came each year. In the absence of enforcement, the program did little to discourage illegal immigration; many farmers had the choice of hiring braceros or unauthorized workers, and one consequence was poor wage and working conditions for both. Those concerns led to the Bracero scheme being abolished in 1964 (Martin, 2003). Whatever the problems with the Bracero Program, however, the number of illegal entries from Mexico began to rise immediately after it was ended and continued to increase steadily throughout the following decades.

Declining emigration and increasing return migration of Greeks created a positive migration balance in Greece in the 1970s. Immigration then grew at the beginning of the 1980s when a small number of Africans, Asians, and Poles arrived and found work in construction, agriculture, and domestic services (Glytsos and Katseli, 2005). Nevertheless, immigration at that time was still limited in size. In 1986, there were a total of about 90,000 immigrants in the country, one-third of whom were from Europe (Kasimis and Kassimi, 2004). In 1991, the number of

registered "foreigners" (as they are officially referred to in Greece) had grown to 167,000 out of a total population of 10,259,900. The Greek government was unprepared to receive such a large number of immigrants over such a relatively short period of time, and it has struggled with how best to deal with the integration of this population. Though the government has adopted, over the years, limited regularization procedures that would legalize certain unauthorized immigrants largely in response to pressure from constituents and human-rights organizations nearly half of the total estimated immigrant population remains unauthorized today. Regarding other forms of immigrant integration, the government has still not crafted a satisfactory institutional framework nor adopted a specific integration policy.

According to Lyberaki (2008), border control systems offers a suite of complete end-to-end solutions that enhances border security while also allowing seamless and efficient passenger and goods processing at border control checkpoints. These solutions addresses the document processing needs for both arriving and departing travelers as well as goods processing for verification and taxation at all border processing points whether at land, air or sea. Key benefits realized are the comprehensive prevention of identity theft and misuse, the elimination of document fraud and impersonation, as well as the accurate tracking of the history of movement of goods and people into and out of a country's border crossings. The use of border control systems plays a great role in controlling illegal immigration into the country (Kasimis and Kassimi, 2004).

Effective border management at the points of entry enhances security of the country. At the points of entry is where persons travelling on forged documents, lost passports, drug traffickers, terrorists, human traffickers are identified (Lyberaki, 2008). Prior to the use of PISCES, processing of passengers was done manually, decision making was slow and the system was not effective.

Jomo Kenyatta International Airport, formerly called Embakasi Airport and Nairobi International Airport, is Kenya's largest aviation facility, and the busiest airport in East Africa. It is the sixth-busiest airport in Africa. The airport is named after the first Kenyan prime minister and president, Jomo Kenyatta. Kenyatta airport is located in Embakasi, a suburb to the south-east of

Nairobi. The airport is situated 15 kilometres (9 mi) from Nairobi's Central Business District, and at the edge of the city's built up area. The Mombasa Highway runs adjacent to the airport, and is the main route of access between Nairobi and the airport; a rail link is planned. The airport is the main hub of Kenya Airways, JetLink Express and Fly540. Jomo Kenyatta airport is served by a single Runway 06/24. Runway 06 is ILS-equipped, and is used for take-offs and landings. The airport is served by one terminal building constructed in the 1970s. The former "Embakasi" terminal, now used for cargo and for a Kenya Air Force training facility, was constructed before the 1960s. Jomo Kenyatta International Airport's terminal has 3 units that cater for both arrivals and departures. Units 1 and 2 are mainly used for international flights whereas unit 3 is mainly used for domestic flights.

Department of Immigration Service is a service delivery organization that mainly deals with the issuance of passports and other travel documents to Kenyan citizens, control and regulation of entry and exit of persons, investigation and prosecution of all immigration related offences, issuance of permits to foreigners, issuance of visas to persons intending to visit the country among others. All these activities require a prior check before one is issued with the document he/she is applying for. Departing passengers check-in through units 1 and 2 depending on their destinations. Both units have airline check-in counters that operate on a Common Use Terminal Equipment (CUTE) system and immigration desks at the ground floor where passengers are cleared before they proceed to the departure lounge in the first floor via escalators or lifts. There are eight departure gates used to board aircraft via boarding bridges. Arriving international passengers enter via the same gates into a concourse which leads to immigration counters at the first floor before coming to the baggage hall situated in the ground floor. The baggage hall is well served with baggage conveyor belts.

1.2 Statement of the problem

An effective border management is important in every country and can have a significant effect in supporting economic development through efficient processing systems. Immigration reform should be a matter of national priority. They should aim at enhancing the measures of reducing illegal entry into Kenya as well as reduce the current population of unlawfully present persons. Illegal immigrants hurts poor Kenyans when terrorists strikes, commits crimes, takes over jobs

that Kenyans can do and strains the security facilities such as health, education and increase in population. The role of border security can be understood better by thinking about overlapping aspects of the phenomenon. The demand for drugs is affected by education, treatment and incarceration of addicts, punishment for usage, and the price charged for drugs, among other things. Supply is affected by the profitability of drug trading and such disincentives as risk. Some kinds of risk merely result in tactical changes, which may drive up the price charged but do not really affect incentives. Other kinds of risk, such as direct threats to drug leaders of incarceration, having their financial assets frozen, and having their travel and residency locations severely limited, are disincentives that may deter activities perhaps causing a scale-down of attempted traffic or a shift to other forms of crime. Border control can affect operational risk, forcing tactical changes that at least add cost and reduce demand, and that may be so troublesome as to have a deterrent effect. However, despite the strategy adopted by immigration department in using PISCES to determine admissibility of foreigners into the country, there are many illegal immigrants that are in the country. Kenya is still facing a steady increase in the number of illegal immigrants residing in the country. Border control is vital to the security of the nation and its citizens. The threat of international terrorism, worldwide illegal immigration and refugee problems, drug and arms smuggling are issues of that concerns states. Therefore, all states in the world look at measures to increase security at their borders. They apply different organizations and methods to protect their borders. But the main resources are technology and personnel. Therefore, increasing border security is only possible by increasing resources or improving methods. On the other hand, increasing resources causes significant financial costs. The overall research problem addressed in this study is that despite the installation of PISCES at the entry points in Kenya, little has been done to analyze the factors influencing the effectiveness of border control systems in controlling illegal immigrants.

1.3 Purpose of the study

The purpose of this study was to find out the factors influencing the effectiveness of border control systems in controlling illegal immigrants

1.4 Research Objectives

The objectives of the study were:

- i. To assess the extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya
- ii. To determine how management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya
- iii. To determine how capability of PISCES influences the effectiveness of border control systems in controlling illegal immigrants in Kenya
- iv. To determine how government laws influences the effectiveness of border control systems in controlling illegal immigrants in Kenya

1.5 Research Questions

The research questions addressed by the study were:

- i. What is extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya?
- ii. How does management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya?
- iii. How capability of PISCES does influence the effectiveness of border control systems in controlling illegal immigrants in Kenya?
- iv. How government laws do influences the effectiveness of border control systems in controlling illegal immigrants in Kenya?

1.6 Research Hypothesis

The research hypotheses tested by the study were:

- i. The availability of technical team has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- ii. The management support has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- iii. The capability of PISCES has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya

- iv. Government laws has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya

1.7 Significance of the study

The study was foremost to assist border management in Kenya in monitoring movement of persons, capture data, enable detection of undesirable persons into the country and increase installation of the system in places where it was not being used.

Most importantly, it helped the policy makers within public and private sector to identify crucial areas in their organizations and make appropriate decisions to ensure factors influencing the effectiveness of border control systems in controlling illegal immigrants. Also, through this study leaders and managers in state corporations may learn and make responsible strategic plans and policy decisions.

The findings from the study may particularly be useful in providing additional knowledge to existing and future organizations on factors influencing the effectiveness of border control systems in controlling illegal immigrants. This study may also be beneficial to all state corporations both large and small since they would enhance the realization of border control systems in controlling illegal immigrants. The findings may also provide a useful reference document to stake holders on border control systems in controlling illegal immigrants and academic institutions in their endeavors to formulate work plan to meet the performance. Scholars, students and other researchers may also find the study helpful to identify further areas of research built on the findings of this research. The study may be a source of reference material for future researchers on other related topics; it may also help other academicians who undertake the same topic in their studies.

1.8 Scope of the study

The study was confined to Jomo Kenyatta International Airport and was to involve workers in border control systems and was to offer an opportunity for a rich source of data. The researcher was to have significant knowledge of the organizations and was known to some of the staff making it easier to collect the necessary information.

1.9 Limitation of the study

The researcher encountered un-cooperative respondents who do not understand the significance of the research and the researcher explained to them the importance of this study and the way it may assist their working lives in the organization. Due to the organizations rigid policies, the respondents might not be free in answering the questions posed to them for fear of victimization by the authorities. This was overcome by assuring the staff that the study was used anywhere else or by somebody else except for academic purposes. The study was also carried out for a short time.

1.10 Basic assumptions of the study

The study makes the following assumptions in this study; the respondents was be honest and truthful when answering the questions that some governments that may sponsor terrorism can issue genuine documents to illegal immigrants under different identity and makes it impossible for the system to detect them. Government agencies are responsible for providing information to be entered into the system early enough to enable the system to intercept those that are on the alert list, where it is late the system was not detected. The system alone is not complete; the integrity of the users must be above board.

1.11 Definition of significant terms

The definitions of significant terms used in the study are given below.

Border: refers to national borders of Kenya and includes the ports of entry, coastlines and the outer margin of territorial waters

Entry: means admission into Kenya at a designated port of entry on the basis of authority to do so validly granted under the Kenya Citizenship and Immigration Act, 2011

Management Support Refers to the active participation and commitment of organizational top leadership in the management, review and evaluation of ICT projects. This includes; provision of required resources, timely decision making, establishment of a project steering committees and a formal process of project evaluation.

Port: designated place where a person has to report before he or she may move, sojourn, enter, exit or remain within the country

Project Management: This refers to a group or individuals tasked with the overall responsibility for the management and delivery of a project within budget, time and scope.

Project Team and Composition Refers to teams whose members usually belong to different groups, functions and are assigned to activities for the same project and reflects - a range of professional expertise. Usually project teams are only used for a defined period of time

1.12 Organization of the Study

Chapter one of the study contains introduction, giving a background of the study while putting the topic of study in perspective. It gives the statement of the problem and the purpose of study. This chapter outlines the objectives, limitations, delimitations and the assumptions of the study.

Chapter two gives scholars' work on Information Communication Technology projects, Information Technology (IT) project management process, Integration of innovation diffusion theory with change management, Success factors for ICT projects and empirical review. It also outlines conceptual framework variables.

Chapter three consists of research methodology which was be used in the study. It covers the research design, target population, sample design, data collection, validity and reliability of data collection instruments, data analysis techniques, and ethical considerations.

Chapter four presents data analysis, presentation and interpretation. The main objective of the study was to establish factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Chapter five presents a summary of the study findings discussion, conclusions and recommendations. The findings are summarized in line with the objectives of the study which was to establish the factors influencing the effectiveness of border control systems in controlling illegal immigrants.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers other scholars work on Information Communication Technology projects , Information Technology (IT) project management process, Integration of innovation diffusion theory with change management, Success factors for ICT projects and empirical review. It also discusses conceptual framework variables

2.2 Border Control Systems

There are mainly three kinds of organization that countries apply to protect their land borders. One of them is giving this task to the Army. This method is used in our country and in our neighbor countries. The second method is performing this task by state organizations rather than Army. These organizations are under the control of civil administration. An example of this method is U.S. Border Patrol organization that is under the control of Immigration and Naturalization Service of Department of Justice. Sometimes these organizations are supported by Army. The third method is execution of this task by Police Forces. At wartime, these forces are under the operational control of the Army. But at the peacetime, they are under the control of the Ministry of Home Affairs. This method is applied in India and this organization is called as Border Security Force. (Dehlin S. and Olofsson T., 2008)

As seen, when the border security is the subject under concern, the main ministries, departments and armed forces of the states have responsibilities for security of country borders. Therefore, besides much news those are related with border security of countries from all around the world such as declarations of researches for more secure borders or precautions and results of precautions in both technological and organizational issues, we meet some official reports related with border security.

There are several reports of GAO (General Accounting Office is the investigative arm of Congress in U.S.) and CRS (Congressional Research Service) related with border control and security. In their CRS report (June 18, 2001), William J. Krouse (Analyst in Social Legislation;

Domestic Social Policy Division) and Raphael F. Perl (Specialist in International Affairs; Foreign Affairs, Defense, and Trade Division) explain the importance of border security and propose some options to prevent illegal entry into the United States.

In GAO reports, after making studies about border security, precautions are proposed and results of precautions are evaluated. As precautions for strengthening the border, (1) concentrating personnel and technology resources, starting first with the sectors with the highest level of illegal infiltration activity and moving to the areas with the least activity, (2) making maximum use of physical barriers to deter entry along the border, (3) increasing the proportion of time Border Patrol agents spent on border control activities and (4) identifying the appropriate quantity and mix of technology and personnel needed to control the border, are proposed in some parts of GAO reports.

2.3 Effectiveness of Border Control Systems

There are three main outcomes of border security that contribute to preventing illegal migration, and they reflect fundamental border-security capabilities of interdiction, deterrence, and networked intelligence. In many ways, the outcomes mirror the drug-control outcomes, but some important differences arise that require careful consideration. The first outcome is to intercept migrants transiting illegally across the border. Migrants intercepted while transiting illegally return to their source country voluntarily, return to their source country involuntarily after court proceedings or coordination with their source country, or disappear into the resident population while they wait without detention for a court appearance or removal. Migrants who return to their source country, under whatever circumstances, might or might not attempt illegal migration again. These different ways an interdiction might resolve distinguish illegal migration from drug smuggling. Intelligence on drug usage, such as testing of arrested suspects or local market survey of the purity and availability of drugs, can be used to estimate the effectiveness of border controls (Burton, S. and Steane, P., 2004).

Efficient border controls protect the safety of passengers and air traffic and make an important contribution to the fight against international terrorism and illegal immigrants. G&D's Border Control Management System (BCMS), which embraces all relevant border control processes, has been developed to meet these challenging requirements. It has been specifically designed to

process ICAO-compatible travel documents. These include machine-readable travel documents, e-passports and e-ID cards with chips or visas.

G&D systems automatically scan biometric data such as fingerprints and ISO facial images and compare them with the data stored on the document chip. In addition, the systems provide a comprehensive database of information about arrivals and departures or transit data. The BCMS also automatically checks the passenger's personal data and the travel document's expiration date. What is more, the solutions can be connected to external databases, both national and international, such as Interpol and Europol wanted lists (Delone, and McLean, 1992)..

2.4 Technical team and Effectiveness of Border Control Systems

Project Teamwork and composition is important too throughout the project life cycle. The project team should consist of best people in the organization (Buckhout et al., 1999; Bingi et al., 1999; Rosario, 2000; Wee, 2000). Building a cross-functional team is also critical. Teams should have a mix of consultants and internal staff, so that internal staff can develop necessary technical skills (Sumner, 1999). Both business and technical knowledge are essential for business (Bingi et al., 1999; Sumner, 1999).

The importance of information and communications technologies (ICTs) as powerful tools for socio-economic development is now widely acknowledged not only among large corporations but small business enterprises as well. However, for ICT to be effectively deployed as engines of economic development existing IT skills gap both in developed and developing countries must be addressed. The Digital Opportunity Task Force (DOT FORCE, 2002) emphasizes human resources development through systematic training and education as critical if countries have to reap digital dividends. Additionally, pervasive use of ICT in the economy depends on well-trained human resources for developing relevant applications, supporting and maintaining systems. Moreover, investment in human capital, research and development is becoming increasingly recognized as a critical factor in preparing citizens to participate in the digital age. The International Labour Organization (ILO, 2001) states that countries with the right mix of skills stand a better chance of becoming important locations in global markets. However, for maximum gains to emerge, the development of essential ICT skills is necessary because without

such skills, the technologies can neither be maintained nor adapted to local use. The promotion of education and literacy in general and digital literacy in particular, remains a major challenge facing most countries especially those in the developing world. ILO (2001) observes that adoption of ICT in business environments creates two types of skill needs. The first is related to the variety of foundation skills such as the ability to communicate, analyze and solve problems. The other skills relate to technical component which extends beyond the ICT sector to the economy as a whole.

The project should be the top and only priority and the workload should be manageable. As far as possible, teams should be collocated together at an assigned location to facilitate working together (Wee, 2000). The team should be given compensation and incentives for successfully completing the project on time and within the assigned budget (Wee, 2000). The team should be familiar with the business requirements and products so that they know what needs to be done to support business processes (Rosario, 2000).

The sharing of information within the company, particularly between project partners and between partnering companies is vital and requires partnership trust (Stefanou, 1999). Partnership should be managed with regular scheduled meetings. Incentives and risk sharing agreements will aid in working together to achieve similar goals (Wee, 2000).

2.5 Management Support and Technical team and Effectiveness of Border Control Systems

There is no doubt that executives play a crucial role in the process of implementing ICT investments (Kohli and Devaraj, 2004). At the same time, ICT executives' perceptions were also shown to be an excellent proxy measure for successful ICT implementation and were also found to be highly correlated with objective measures (Tallon *et al.*, 2001). Of course, a certain danger exists that ICT managers will exaggerate the role of ICT or that they will not grasp the full complexity of ICT's effects. In a study by Venkatraman and Ramanujam (1987), senior executives were asked to rate their firm's performance relative to that of their biggest competitors using a number of different performance criteria, including sales growth, net income growth and ROI. The resulting high degree of correlation between the perceptual and objective performance measures led the authors to conclude that "perceptual data from senior managers can be employed as acceptable operationalization of business economic performance" (Venkatraman

and Ramanujam, 1987). Executives' perceptions of ICT's payoffs have also been correlated with more traditional economic performance measures such as revenues, net profits and productivity (Tallon *et al.*, 1998). Of course, besides quantitative and financial effects ICT investments are also particularly important for the quality of services, customer satisfaction and market positioning, which are all relatively difficult to evaluate quantitatively.

Although perceptual measures have been widely accepted in organisational research (Lawrence and Lorsch, 1986), they have only recently begun to appear in the ICT literature. For example, DeLone and McLean (1992) argued that executives are ideally positioned to act as key informants in a qualitative assessment of ICT's impacts on their corporations. There is a twofold basis for this argument. First, as direct consumers of ICT executives can rely on personal experience when forming an overall perception of the impacts of ICT (Davis and Olson, 1985; Rockart and Flannery, 1983). Second, as business executives become more involved in ICT investment decisions they are also increasingly exposed to the views of their peers and subordinates (Natek and Lesjak, 2005). Several studies also demonstrate that executives' perceptions are the key to understanding how ICT impacts on a firm's performance (Boynton *et al.*, 1994). Within this context, Grover *et al.* (1998) used perceptual data from executives to shed light on the link between ICT diffusion, process change and productivity gains for a series of technologies. On the other hand Neely *et al.* in Pantazi and Georgopoulos (2006) suggest that companies should use the "performance prism" model in order to evaluate the value and impact of ICT, taking into account the views of stakeholders, employees and customers. Finally, Broadbent and Weill (1993) established a clear relationship between managerial perceptions of the role of ICT infrastructure, the perceived value of that infrastructure, and the ICT investment biases.

Managers require a road map for strategic adoption of ICT, but, its implementation which will inevitably be unsuccessful if the organization's culture is not properly aligned with, and supportive of an overall business strategy (Schneider, 2000). ICT implementation should become a business objective of the construction industry and should give equal prominence to technology, people and processes involved in construction projects. Only in such a scenario will it be adopted by the industry as a whole. The strategic and cultural factors are qualitative and have been studied separately through qualitative analysis.

ICT adoption by project managers and team members is defined by the factors affecting their perceptions as well as the factors affecting decision making at the organization level. Similarly, ICT adoption by an individual organization is also defined by the factors affecting ICT adoption at the industry level, since it represents its national construction industry. Thus, causal relationships between all the identified factors need to be studied. While researchers analyzing the benefits from ICT use and investment have tended to concentrate their assessment at the firm/organization level, studies at the industry level have been scarce (Ruddock, 2006)

2.6 Capability of PISCES Technical team and Effectiveness of Border Control Systems

The United Nations estimates that around 175 million persons currently reside outside the country of birth. This represents about three per cent (3%) of the world's population (IOM, 2005). This exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. The growth in international crime and illegal immigration has led to increasing concern over security of travel documents and calls for recommendations on what may be done to help improve their resistance to attack or misuse (ICAO, 2006). The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document, alteration of text in the visual or machine readable zone. This has led to the adoption of PISCES at the borders of entry to assist immigration officers in overcoming the main threats of persons travelling on counterfeit documents. PISCES program is installed together with the passport readers, camera and finger print machine. Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might be intending to come to the United States to violate our laws and endanger our safety (Jeanne A. B., 2001). Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity.

2.7 Government laws and Technical team and Effectiveness of Border Control Systems

The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Again, the evidence is sparse but it suggests that tougher enforcement is increasing the price for anyone wanting to enter the United States illegally. At the southern border, most of those

attempting to enter illegally use smugglers and the costs of entry have grown significantly (Roberts et al. 2010). But the rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement.

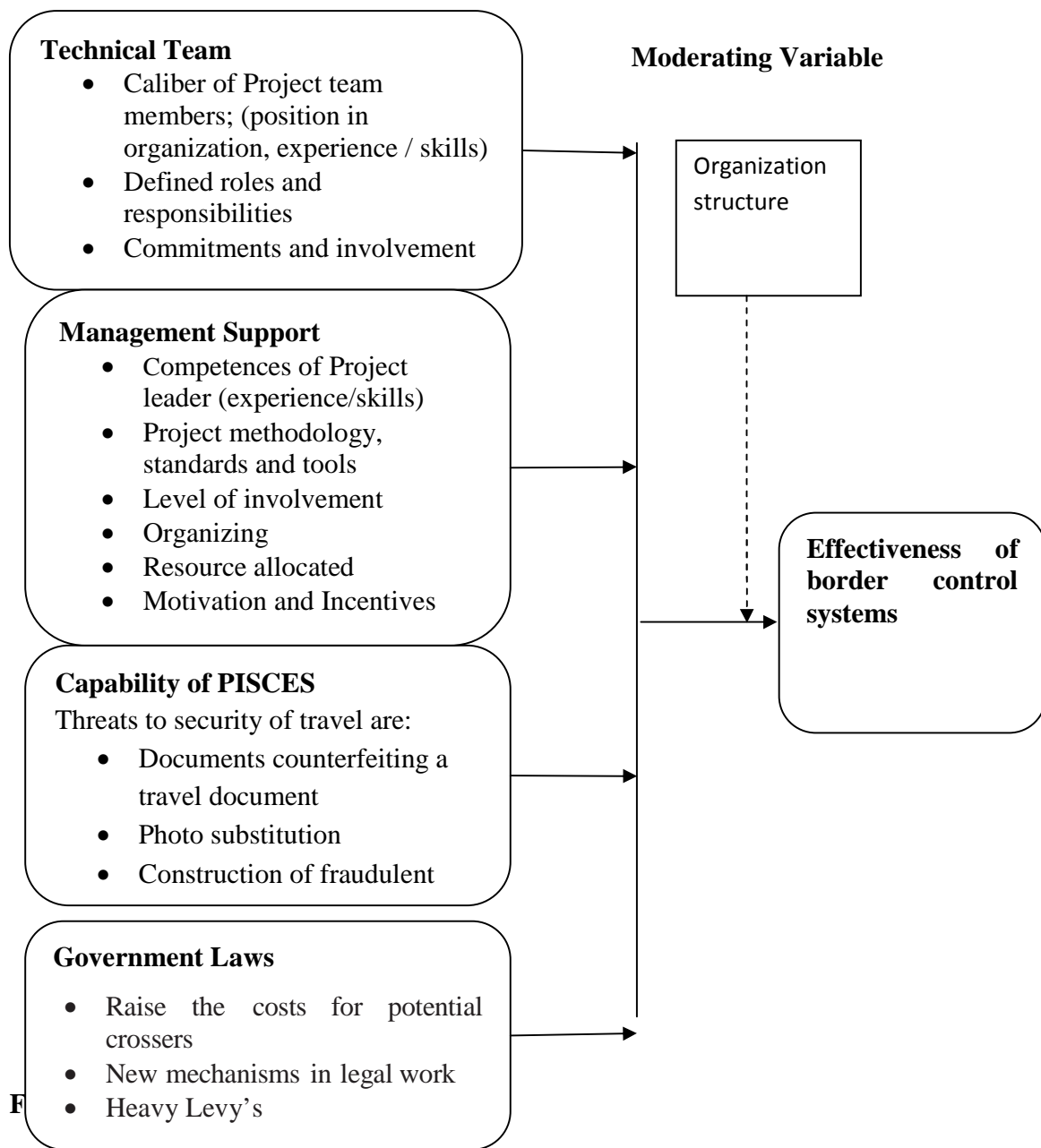
The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, especially from Mexico, is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform. The original legislation proposed by Senators John McCain and Edward Kennedy in 2005 would have authorized as many as 400,000 guest workers annually, roughly the number that came at the height of the Bracero Program in the late 1950s. Coupled with improved enforcement at the border and the workplace, there are strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. A further advantage is that the U.S. government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards of \$3,000 to a smuggler for the opportunity to enter the United States illegally would surely be willing to pay as much or more for the right to live and work here legally.

2.6 Conceptual Frame Work

The Independent variables in this research are the technical team, Management Support, Capability of PISCES and Government Laws and dependent variable is Effectiveness of border control systems

Independent Variables

Dependent Variable



2.7 Discussion of conceptual framework

The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document, alteration of text in the visual or machine readable zone. Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might be intending to come to the United States to violate our laws and endanger our safety. Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity

The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. At the southern border, most of those attempting to enter illegally use smugglers and the costs of entry have grown significantly. But the rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement. The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, especially from Mexico, is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform.

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There is no doubt that executives play a crucial role in the process of implementing ICT investments (Kohli and Devaraj, 2004). At the same time, ICT executives' perceptions were also shown to be an excellent proxy measure for successful ICT implementation and were also found to be highly correlated with objective measures (Tallon et al., 2001). Executives' perceptions of ICT's payoffs have also been correlated with more traditional economic performance measures such as revenues, net profits and productivity (Tallon *et al.*, 1998). ICT implementation should

become a business objective of the construction industry and should give equal prominence to technology, people and processes involved in construction projects

2.8 Summary of the literature Review

ICT diffusion success could be perceived in terms of factors that influence technology adoption and the way in which successful adoption of technology by potential users could be sustained Peansupap and Walker (2005). They classify the factors affecting ICT diffusion in an organization as static and dynamic, where static factors, e.g. technological characteristics and communication channels, fundamentally affect initial ICT diffusion and dynamic factors, e.g. motivation, training and technical support, sustain ICT diffusion changes. People, who are a part of different project team organizations, manage projects and the project team organizations are a part of the construction industry. Thus, factors are required to be studied at the three levels of industry, organization and people and the following section summarizes the literature study for factors at these three levels.

In a survey conducted to assess the status of ICT adoption in the Australian construction industry, it was found that the annual turnover of an organization has an effect on the uptake of ICT and ICT training performance for an organization (Kajewski, Weippert, Remmers, and McFallan, 2004). Ruddock (2006) also reports that smaller firms tend to be less ICT intensive than large firms. Partly because large firms have more scope for improving communication flows within the organization and partly because large firms also invest more in ICT than small firms as ICT investment is risky and uncertain, which may be more difficult for small firms to bear. This factor highlights the relevance of the research study discussed in this paper as it studies ICT adoption by SMEs.

Liberatore et al. (2001) have identified the improved capabilities of project management (PM) software as enablers of effective ICT adoption and an area for future research. Thus, information technology (IT) tools or PM software adopted for PM processes have an effect on ICT adoption for BPM.

Using the internet as the communication platform facilitates the speedy transmission of information and also reduces the cost of communication with overseas construction sites as

compared with traditional information handling methods (Tam, 1999). Thus, increased geographical separation between project team members is an important factor driving ICT adoption for BPM.

However, it has been found difficult to evaluate these benefits (Ruddock, 2006) and many of the traditionally used appraisal approaches have been found inadequate. As a result, the investment in ICT is too often assumed to be negative since the benefits are not properly evaluated, included and weighted against the costs and risks the investment is expected to generate. It does not only have an influence on individual projects but also, in the long run, on the motivation to innovate and introduce new ICT tools in the construction industry (Dehlin and Olofsson, 2008). This aspect is a barrier for effective adoption of ICT. Some of the other identified barriers are suggested to be deficient understanding and lack of knowledge about the possibilities of ICT, unsuccessful implementation into project organizations and limitations of software functionality (Dehlin and Olofsson, 2008). Thus, in the absence of an accepted evaluation method, the benefits and barriers of effective ICT adoption are primarily perception-based and these perceived benefits and barriers determine the extent of ICT adoption by the construction industry.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology which was used in the study. It covers the research design, target population, sample design, data collection, validity and reliability of data collection instruments, data analysis techniques, and ethical considerations

3.2 Research Design

A descriptive study design was used. A case study was used to obtain an in-depth investigation of an individual, institution or phenomenon (Mugenda and Mugenda, 2003). The primary purpose of case study was to determine factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport. A descriptive study design was deemed the best design to fulfill the objectives of the study. Case study research design has the advantage of generating new understandings, explanations and is cheaper than survey and takes less time; it is for this that the study adopted a case study research design. A research design is the general plan of how one goes about answering the research question (Saunders, Lewis and Thornhill, 2000). A descriptive survey research design will be used to obtain data. This design is considered appropriate for the type of objective of this study and the implied comparative analysis to determine the factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport. This research will be both explanatory and descriptive. It is explanatory in the sense that the problem is examined with an aim of establishing the casual relationships between variables. On the other hand, it qualifies as descriptive since it sought to portray the phenomenon through describing events, situations and processes.

3.3 Target Population

According to Mugenda and Mugenda, (2003), a population can be defined as an entire set of relevant units of analysis or data. The target population of this study was 176 borders control staff from the Jomo Kenyatta International Airport.

The target population was drawn from a group of individuals who are actively involved in the borders control; namely, Senior Assistant Director, Assistant Director, Administrator, Central Supervisor, Secondary Officer and Primary officer.

Table 3.1:Target Population

Category	Population size
Senior Assistant Director	1
Assistant Director	1
Administrator	1
Central Supervisor	3
Secondary Officer	50
Primary officer	120
Total	176

3.4 Sampling Procedure and sample size

Sampling technique provides a range of methods which enables reduction of data to be collected, by focusing on data from a sub-group rather than all cases of elements. The sampling design used was non-probabilistic since it allowed for a selection of individuals who have been involved in border control systems at Jomo Kenyatta International Airport and that were best suited to answer the research question. This technique was also suitable when working with smaller samples since it catered for cases that were particularly informative.

The researcher used stratified random sampling technique to select a sample size of 55 employees from the population 176 borders control staff from the Jomo Kenyatta International Airport.. Mugenda and Mugenda, (2003), states that a sample of 30% is considered representative for a population less 500. So if the population is less or equal to 30% it is appropriate to carry out census study. The sample size is justified by 30% since it will minimize

the duplicity and redundancy of to be data obtained and the size is large enough to ensure collection of comprehensive data.

Table 3.2: Sample Population

Category	Population size	Sample size (30% of Population)
Senior Assistant Director	1	1
Assistant Director	1	1
Administrator	1	1
Central Supervisor	3	1
Secondary Officer	50	15
Primary officer	120	36
Total	176	55

3.5 Data Collection Methods

The primary data was obtained from the respondents through a structured questionnaire comprising of closed and open-ended questions.

The questionnaire was divided into 3 parts where Part A covered general demographic data of the respondents, part B consisted of questions focusing on factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport, the questionnaire used in Likert 1-5 scale, with 1 being 'to no extent at all', 2 being 'to a small extent' 3 being 'to some extent', 4 being 'to a high extent' and 5 being 'to a very high extent'.

3.6 Validity of Instruments

Joppe (2000) provides the following explanation of what validity is in quantitative research where Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bull's eye" of your research object? Researchers generally determine validity by asking a series of questions, and will often look for the answers in the research of others.

Wainer and Braun (1998) describe the validity in quantitative research as “construct validity”. The construct is the initial concept, notion, question or hypothesis that determines which data is to be gathered and how it is to be gathered. They also assert that quantitative researchers actively cause or affect the interplay between construct and data in order to validate their investigation, usually by the application of a test or other process. In this sense, the involvement of the researchers in the research process would greatly reduce the validity of a test. Data quality will be incorporated in the entire study process especially at the data collection point to include completeness of questionnaires, legibility of records and validity of responses. At the data processing point, quality control included; data cleaning, validation and confidentiality. There are three types of validity which will be addressed and stated; *Face validity* with pre-testing of survey instruments was a good way used to increase the likelihood of face validity. *Content validity* the use of expert opinions, literature searches, and pre-test open-ended questions helped to establish content validity.

3.7 Reliability of Instruments

Joppe (2000) defines reliability as the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable

The most popular methods which will be used in estimating reliability is the use of measures of internal consistency. The questionnaire was pre-tested through a pilot test with individuals from the same organizations previously involved in border control systems but not part of the sample population in the study to avoid double inclusion of pre-test participants in the main study. Their feedback helped in making vital adjustments to enhance reliability and validity of the study findings. To ascertain the reliability of the data collection instrument was examined by professionals who include researchers, supervisor and border control systems experts and modifications will be done based on the responses obtained.

3.8 Data Analysis

Data was collected, examined and checked for completeness and clarity. Descriptive statistics were used to analyze the data. Data was analyzed using tables and percentages, means and standard deviations. Statistical Package on Social Sciences version 17 was used for statistical analysis.

3.9 Ethical Consideration

Ethics are norms governing human conducts which have a significant impact on human welfare. It involves making a judgment about right and wrong behavior. Bryman (2007) states that it is the responsibility of the researcher to carefully assess the possibility of harm to research participants, and the extent that it is possible; the possibility of harm should be minimized. The researcher recognized that the issue under study was sensitive because it involved the core business of the organization. Therefore, there will be need to protect the identity of the respondents as much as possible. This means that the questionnaires did not require the respondent's names or details that may reveal their identity.

The researcher will also obtain a letter from University of Nairobi allowing to undertake the study and an introductory letter explaining the purpose of the study and Confidentiality will be upheld for all respondents.

3.10 Operational Definition of Variables

The operational definition of variables on factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport. This are given variable are given in Table 3.3

Table 3.3 Operational definition of variables

Objectives	Type of Variable	Indicators	Measurement scale	Tools of Analysis	Type of Statistics
	Independent Variables				
To assess the extent to which technical team influences on effectiveness of border control systems in controlling illegal immigrants at study of Jomo Kenyatta International Airport	Technical Team	Caliber of Project team members; (position in organization, experience / skills) Defined roles and responsibilities Commitments and involvement level	Ordinal	Mean, Percentage, mode, Standard deviation	Descriptive
To determine the influence of management support on effectiveness of border control systems in controlling illegal	Project management	Competences of Project leader (experience/skills) Project methodology, standards and tools Level of involvement	Ratio	Mean, Percentage, Standard deviation	Descriptive

immigrants at study of Jomo Kenyatta International Airport		Organizing Resource allocated (Budget, personnel) Motivation and Incentives			
To establish the influence capability of PISCES in detecting imposters on effectiveness of border control systems in controlling illegal immigrants at study of Jomo Kenyatta International Airport	Planning	Business value (increased effectiveness, efficiency and cost savings) Completion of project within time and budget Budget overruns and Abandoned projects	Ratio	Mean, Percentage, , mode, Standard deviation	Descriptive

To establish the influence government laws in detecting imposters on effectiveness of border control systems in controlling illegal immigrants at study of Jomo Kenyatta International Airport	ICT infrastructure	Clear project goals and objectives Well defined requirements Return on Investment	Ratio	Mean, Percentage, mode	Descriptive
	Dependent variable				
	Successful Implementation of ICT Projects	Financial considerations Evaluation of ICT project Application usage Support from supervisors	Ratio	Mean, Percentage, mode	Descriptive

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents data analysis, presentation and interpretation. The main objective of the study was to establish factors influencing the effectiveness of border control systems in controlling illegal immigrants. The study targeted a sample of 55 respondents from at Jomo Kenyatta International Airport who comprised of Senior Assistant Director, Assistant Director, Administrator, Central Supervisor, Secondary Officer and Primary officer. Out of the 55 questionnaires distributed 40 questionnaires were returned filled thus making a response rate of 72.7%, which is an adequate response rate for statistical reporting. According to Mugenda and Mugenda (2003), a response rate of 50% and above is a good for statistical reporting. Statistical Software for Social Sciences (SPSS) was used to generate descriptive and inferential statistics. The study findings are presented in Tables and with explanations done in prose.

4.2 Demographic Characteristics

The study sought to establish the information on the respondents employed in the study with regards to the gender, age, academic background, duration of service, and department worked. These bio data points at the respondents' appropriateness in answering the questions and also looks at the employment demographics at Jomo Kenyatta International Airport.

Table 4.3: Gender

Gender	Frequency	Percentage
Male	28	70
Female	12	30
Total	40	100

The study findings in figure above show that a majority of the respondent (70%) were male while 30% were female. The study findings show that the information collected to establish the respondents from Jomo Kenyatta International Airport employment statistics were represented by both gender.

Table 4.4: Age

Age (Years)	Frequency	Percentage
21-30	4	10
31-40	20	52
41-50	11	25
50 and above	5	13
Total	40	100

The study findings in Table above show that a majority of the respondent (52%) were aged between 31 and 40 years followed by 25% of the respondents aged between 41 and 50 years. The proportion of respondents aged 50 and above years was 13% while 10% were aged 21-30 years. The study findings show that employment statistics in Jomo Kenyatta International Airport comprises of people of different ages from youth, middle aged to old persons. The findings also reveal that most of the respondents were of the ages between 31 and 40 years and therefore had rich experiences which rendered them conversant enough with factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Table 4.5: Academic Background

Academic background	Frequency	Percentage
Certificate	4	10
Diploma	8	20
Undergraduate Degree	18	45
Postgraduate	10	25
Total	40	100

The study findings in Table above show that majority 45% of the respondents held their undergraduate degree; this was followed by 25% who had attained education upto the post graduate level. 20% of the respondents were diploma holders while 10% were certificate holders. These findings indicate majority of the Jomo Kenyatta International Airport staffs have attained undergraduate degree and postgraduate and are therefore knowledgeable enough to provide

information on factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Table 4.6: No of years worked in the present capacity

Worked in the present capacity	Frequency	Percentage
Less than 3 years	8	20
3 to 5 years	16	40
5 to 7 years	10	25
Over 7 years	6	15
Total	40	100

The results show that majority 40% of the respondents had worked for 3 to 5 years. 25% had worked for 5 to 7 years in their present capacity, 20% had worked for Less than 3 years in their present capacity while 15% had worked in their present capacity Over 7 years. This shows that majority of the respondents had worked for a 3 to 5 years and therefore had a great understanding of their role therefore they were in a position to respond effectively on factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Table 4.7: No of years working in the industry

No of years working in the industry	Frequency	Percentage
1 – 2 years	5	12.5
3 – 5 years	11	27.5
6 – 10 years	9	22.5
10 – 15 years	8	20
Over15year	7	17.5
Total	40	100

The findings indicate that majority 27.5% of the respondents had worked in the industry for a period of 3-5 years. 22.5% had worked in the industry for a period of 6-10 years, 20% had

worked in the industry for a period 10-15 years, and 17.5% had worked in the industry for a period over 15 years while 12.5% had worked in the industry for a period of 1-2 years. This shows that majority of the respondents had rich experience and were therefore in a position to respond effectively factors influencing the effectiveness of border control systems in controlling illegal immigrants.

4.3 Factors influencing the effectiveness of border control systems in controlling illegal immigrants

4.3.1 Role played in the indicated ICT project

The respondents were asked to indicate their role in the ICT project implemented for border control systems in controlling illegal immigrants. The table below shows the response rate.

Table 4.8: Role played in the indicated ICT project

Role played in the indicated ICT project	Frequency	Percentage
Project sponsor	2	5
Management representative	3	8
Project team member	13	32
Project Leader / manager	5	12
Technical expert	10	25
User representative	7	18
Total	40	100

The results show that majority of the respondents played the role of Project team member (32%). This was followed by 25% of the respondents who played the role of technical expert, 18% were User representative, 12% were Project Leader / manager, 8% were Management representative while 5% were Project sponsors.

4.4 Technical Team

The respondents were asked to rate the following factors on technical team. The study investigated the extent to which team factors affected the effectiveness of border control systems in controlling illegal immigrants. The results are shown in the table below.

Table 9: Technical Team factors

Factors Under Consideration	Mean	Standard Deviation
Necessary trainings /workshops were conducted for the team to foster team work	3.3211	0.48332
The project team members were experienced, knowledgeable and skilled for necessary for delivery of the project	4.1579	0.44521
Project team showed commitment and achieved their targets and goal in time	3.0526	0.3681
Project team was all inclusive and representative of all key stakeholders	4.2421	0.43063
Average	3.6934	0.4318

The results indicate that majority of the respondents rated Project team was all inclusive and representative of all key stakeholders to a high extent where $m = 4.1579$ and the project team members were experienced, knowledgeable and skilled for necessary for delivery of the project $m = 4.1579$. The following statement were rated to some extent $m =$ Necessary trainings /workshops were conducted for the team to foster team work and Project team showed commitment and achieved their targets and goal in time $m = 3.0526$.

4.5 Project management and Leadership

The study sought to determine the general extent to which Project management and Leadership the effectiveness of border control systems in controlling illegal immigrants. The findings are presented in table below.

Table 4.10: Project management and Leadership

Factors Under Consideration	Mean	Standard Deviation
Project team received necessary support and tools required for the project necessary to achieve their targets and goals	3.7368	0.82785
Incentives and compensation were offered to the project team for motivation and encourage towards achieving their goals / results.	3.8316	0.76704
Top management support was visible throughout the project phases	4.0737	0.58786
Top management ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets	3.8842	0.65009
Effective monitoring and evaluation process to ensure delivery of project in time and within budget	4.0421	0.52422
The project leader had a track record of success with major it projects	4.1579	0.44521
Goals and targets set out were realistic and attainable	4.1895	0.4201
Effective project management methodology and tools were used	4.0315	0.53584
Average	3.9934	0.5947

From the findings presented in table above, the respondents agreed to a high extent on the factors raised above s follows; Goals and targets set out were realistic and attainable m= 4.1895, The project leader had a track record of success with major it projects m=4.1579, Effective project management methodology and tools were used m=4.0315, Effective monitoring and evaluation

process to ensure delivery of project in time and within budget m= 4.0421. Top management support was visible throughout the project phases m= 4.0737, Top management ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets m=3.8842, Incentives and compensation were offered to the project team for motivation and encourage towards achieving their goals / results m=3.8316, Project team received necessary support and tools required for the project necessary to achieve their targets and goals m=3.7368.

4.6 Capability of PISCES

The study sought to establish how the Capability of PISCES affects the project. The results are shown in the table below.

Table 4.11: Capability of PISCES

Factors Under Consideration	Mean	Standard Deviation
The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability.	4.0261	0.6254
The growth in international crime and illegal immigration has led to increasing concern over security of travel documents	4.5125	0.3261
The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document	4.3267	0.4215
Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen	4.2257	0.7518

safety

Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity

	3.6251	0.6541
Average	4.1432	0.5557

The results show that the respondents agreed to a very high extent that the growth in international crime and illegal immigration has led to increasing concern over security of travel documents $m= 4.5125$. the respondents agreed that the main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document $m= 4.3267$, Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen safety $m= 4.2257$ and The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability $m= 4.0261$. the respondents also agreed that Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity $m= 3.6251$.

4.7 Government laws

The study further investigated on how the Government laws affect the effectiveness of border control systems in controlling illegal immigrants. The results are shown in table below.

Table 4.12: Government laws

Factors Under Consideration	Mean	Standard Deviation
The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others	4.6652	0.8625

from ever attempting illegal entry

The lack of any new mechanisms to improve legal work opportunities for low-skilled workers is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform.

4.0321 0.6251

Improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers.

4.3021 0.5312

A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the country illegally would surely be willing to pay as much or more for the right to live and work here legally

4.0987 0.6754

Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement

4.2345 0.7543

Average

4.2665 0.6897

The results show that the respondents agreed to a very high extent that The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry m= 4.6652. the respondents agreed to a high extent that improved enforcement at the border and the workplace, strong reasons to

believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. m= 4.3021, Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement m=4.2345 and A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the United States illegally would surely be willing to pay as much or more for the right to live and work here legally m= 4.0987 and The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform m= 4.0321.

4.8 Test of hypothesis

- i. H₁: There is positive effect of technical team of border control systems in controlling illegal immigrants in Kenya
- ii. H₁: The management support has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- iii. H₁: The capability of PISCES has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- iv. H₁: The existing of government laws has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya

Table4.13. Hypothesis testing

Hypothesis	Coefficient P-Values	Conclusion
H ₁ : There is positive effect of technical team of border control systems in controlling illegal immigrants in Kenya	P=0.000<=0.05	Accept H₁. Reject H₀
H ₁ : The management support has a significant influences on effectiveness of border control systems in controlling illegal	P=0.001<=0.05	Accept H₁. Reject H₀

immigrants in Kenya		
H ₁ : The capability of PISCES has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya	P=0.000<=0.05	Accept H₁. Reject H₀
H ₁ : The existing of government laws has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya	P=0.001<=0.05	Accept H₁. Reject H₀

i. Source, Researcher (2013)

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study findings discussion, conclusions and recommendations. The findings are summarized in line with the objectives of the study which was to establish the factors influencing the effectiveness of border control systems in controlling illegal immigrants.

5.2 Summary of Findings

The study established the factors influencing the effectiveness of border control systems in controlling illegal immigrants by looking at the effect of availability of technical team , Project management and Leadership, Capability of PISCES and Government laws as per the objectives and hypothesis.

Table 5.13: Summary of Findings

Objectives	Main findings
To assess the extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya	The study established that there was a technical team in place working on the project for control systems. The Project team was all inclusive and representative of all key stakeholders. The team employed were experienced, knowledgeable and skilled for necessary for delivery of the project
To determine how management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya	The project got necessary support from the management and project leaders. The project leader had a track record of success with major it projects. Goals and targets set out were realistic and attainable. Effective project management methodology and tools were used. Top management support was visible throughout the project phases. Top management ensured availability of resources (financial and human), as well as

necessary facilities to ensure that the project team meet their targets

To determine how capability of PISCES influences the effectiveness of border control systems in controlling illegal immigrants in Kenya

The growth in international crime and illegal immigration has led to increasing concern over security of travel documents. The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, and construction of fraudulent document. Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen safety. The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability.

To determine how government laws influences the effectiveness of border control systems in controlling illegal immigrants in Kenya

The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement.

5.3 Discussion

Discussion of findings is presented as follows:

5.3.1 Technical Team

The study established that there was a technical team in place working on the project for control systems. Project Teamwork and composition was found to be very important throughout the

project life cycle. The project consisted of best people in the organization who have the right skills and knowledge. They also had business and technical knowledge which are essential in effecting a good control system which will be effective. It emphasizes on the importance of information and communications technologies (ICTs) as powerful tools for socio-economic development. Pervasive use of ICT in the economy depends on well-trained human resources for developing relevant applications, supporting and maintaining systems. Investment in human capital, research and development is becoming increasingly recognized as a critical factor in preparing citizens to participate in the digital age.

5.3.2 Project management and Leadership

Executives play a crucial role in the process of implementing ICT investments. , ICT executives' perceptions were also shown to be an excellent proxy measure for successful ICT implementation and were also found to be highly correlated with objective measures. The project leader had a track record of success with major it projects and goals and targets set out were realistic and attainable. Top management support was visible throughout the project phases they ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets and also made sure there was an effective monitoring and evaluation process to ensure delivery of project in time and within budget.

5.3.3 Capability of PISCES

The study revealed that the world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. The growth in international crime and illegal immigration has led to increasing concern over security of travel documents. The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, and construction of fraudulent document. This has led to the adoption of PISCES at the borders of entry to assist immigration officers in overcoming the main threats of persons travelling on counterfeit documents. PISCES program is installed together with the passport readers, camera and finger print machine. Current immigration law provides the government with extraordinary powers to deny admission to any person believe might be intending to come to and violate the laws and endanger our safety.

5.3.4 Government laws

The study results show that the purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the country illegally would surely be willing to pay as much or more for the right to live and work here legally. Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement.

5.4 Conclusion

Concerns about illegal immigration have overlapped with public safety and national security considerations, including efforts to prevent the inflow of illegal drugs and other contraband, terrorists, and weapons of mass destruction.¹¹ Enforcement to combat these diverse illicit flows inevitably converges at international borders, partly because transnational criminals and other mala fide actors seek to exploit the geographic and jurisdictional complexity that borders create.

Nonetheless, while policies to combat different illegal flows share some common features, each of these security tasks may demand a unique mix of policy tools, and lawmakers may set different standards for successful enforcement outcomes in each area. The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Again, the evidence is sparse but it suggests that tougher enforcement is increasing the price for anyone wanting to enter the country illegally. But the rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement. The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, especially from Kenya, is one of the most unfortunate consequences of the failure by the project to pass comprehensive immigration

reform. Coupled with improved enforcement at the border and the workplace, there are strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers.

One way to use apprehensions data to gauge the effectiveness of border enforcement would be to compare apprehensions to the total number of illegal border crossers (i.e., successful illegal entrants), and thus describe the proportion of border crossers that is apprehended.¹⁰⁹ Precise estimates of how many aliens successfully evade capture and enter the country illegally do not exist, however. Most numbers cited are based on changes in the estimated unauthorized alien.

Moreover, changes in the total unauthorized population do not correlate precisely with successful illegal entries for two reasons. First, not all unauthorized aliens enter the country illegally; previous research suggests that between one-third and one-half enter the country legally and overstay their visas. For this reason, changes in the total unauthorized population *over-estimate* the number of illegal border crossers. Second, annual data on the total unauthorized population do not account for unauthorized migrants who enter the country, stay temporarily, and then leave. Because some unauthorized migrants leave the country (including as a result of being deported), and some may leave and re-enter multiple times, changes in the total unauthorized population also *under-estimate* the number of people successfully entering the country each year.

5.5 Recommendations

This evidence indicates that current border enforcement policies that cause migrants to cross through remote areas and have increased reliance on smugglers, may underlie some of the correlation between apprehensions and violent crime. Future work should look more carefully into the factors that determine the correlation between immigration policy and conditions on the border.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

SIMIYU RAMAH EMMANUEL

P.O BOX 30191- 00100

NAIROBI

Dear Sir/Madam,

RE: REQUEST FOR YOUR PARTICIPATION IN M.A. RESEARCH PROJECT

I am a student at the University of Nairobi pursuing a Master of Arts degree in Project Planning and Management. As part of my coursework, I am required to carry out and submit a research project report on the **FACTORS INFLUENCING THE EFFECTIVENESS OF BORDER CONTROL SYSTEMS IN CONTROLLING ILLEGAL IMMIGRANTS. A CASE STUDY OF JKIA**

.

To achieve this objective, I kindly request for your assistance in completing the attached copy questionnaire. I assure you the information you provide is purely for academic purposes and will be treated with utmost confidentiality. Should the finding of this Research Project be of interested to you or your organization, a copy would be available at the University of Nairobi Library.

Yours faithfully,

SIMIYU RAMAH EMMANUEL

APPENDIX 2: QUESTIONNAIRE

Instructions

Please tick (✓) the box that matches your answer or fill the space provided

PART A: General Information

Date

1) What is your gender? (tick one)

Male ()

Female ()

2) Age(tick one)

20 -30 ()

21 -30 ()

31- 40 ()

40 and above ()

3) What is your academic background?

Certificate []

Diploma []

Undergraduate []

Postgraduate []

4) How long have you been working in your present capacity?

Less than 3 years ()

3 to 5 years ()

5 to 7 years () Over 7 years ()

5) Kindly indicate your position / title in the organization?

6) How long have you worked for the industry?

1 – 2 years () 6 – 10 years () Over15year ()

3 – 5 years () 10 – 15 years ()

PART B:

The questionnaire seeks to find out factors considered important in the implementation ICT projects.

1. What was your role in the indicated ICT project?

- a. Project sponsor []
- b. Management representative []
- c. Project team member
 - i. Project Leader / manager []
 - ii. Technical expert []
 - iii. User representative []
 - iv. Any other specify _____

PART C:

Using a Likert 1-5 scale, with 1 being ‘to no extent at all’, 2 being ‘to a small extent’ 3 being ‘to some extent’, 4 being ‘to a high extent’ and 5 being ‘to a very high extent’, to what extent were the following factors considered important in the implementation of ICT projects in your organization? Please tick (✓) all as appropriate

Technical Team

Factors Under Consideration	1	2	3	4	5
Necessary trainings /workshops were conducted for the team to foster team work					
The project team members were experienced, knowledgeable and skilled for necessary for delivery of the project					
Project team showed commitment and achieved their					

Factors Under Consideration	1	2	3	4	5
targets and goal in time					
Project team was all inclusive and representative of all key stakeholders					

Project management and Leadership

Factors Under Consideration	1	2	3	4	5
Project team received necessary support and tools required for the project necessary to achieve their targets and goals					
Incentives and compensation were offered to the project team for motivation and encourage towards achieving their goals / results.					
Top management support was visible throughout the project phases					
Top management ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets					
Effective monitoring and evaluation process to ensure delivery of project in time and within budget					
The project leader had a track record of success with major it projects					
Goals and targets set out were realistic and attainable					
Effective project management methodology and tools were used					

Capability of PISCES

Factors Under Consideration	1	2	3	4	5
The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability.					
The growth in international crime and illegal immigration has led to increasing concern over security of travel documents					
The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document					
Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen safety					
Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity					

Government laws

Factors Under Consideration	1	2	3	4	5
The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever					

Factors Under Consideration	1	2	3	4	5
Attempting illegal entry					
The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, , is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform.					
improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers.					
A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the United States illegally would surely be willing to pay as much or more for the right to live and work here legally					
Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement					

.....

.....

Thank you for your time and cooperation

**FACTORS INFLUENCING THE EFFECTIVENESS OF BORDER CONTROL
SYSTEMS IN CONTROLLING ILLEGAL IMMIGRANTS: A CASE STUDY OF JOMO
KENYATTA INTERNATIONAL AIRPORT, NAIROBI KENYA**

**BY
SIMIYU RAMAH EMMANUEL**

**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF ARTS
IN PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI.**

2013

DECLARATION

This Research project report is my original work and has not been presented for a degree award in this or any other University.

SIGNATURE:

DATE:

SIMIYU RAMAH EMMANUEL

L50/65315/2010

This Research project report has been examined and passed with my approval as University Supervisor.

SIGNATURE:

DATE:

Mr. Johnbosco Kisimbii

Lecturer,

Department of Extra Mural Studies

University of Nairobi

DEDICATION

This project report is dedicated to my family and all those who supported in the completion of this project writing. Thank you and God bless you abundantly.

ACKNOWLEDGMENTS

It has been an exciting and instructive study period in the University of Nairobi and I feel privileged to have had the opportunity to carry out this study as a demonstration of knowledge gained during the period studying for my master's of arts degree. With these acknowledgments, it would be impossible not to remember my supervisor Mr. Johnbosco Kisimbii for his guidance, lecturers who taught me during first year of study and my classmates for their support and those who in one way or another, directly or indirectly, played a role in the realization of this research project like Purity Karani, Richard Emoru, Jane Misiko, Vincent Obuya, Masese Richard and Fredrick Wesonga. Let me, therefore, thank them all equally.

Firstly, I am indebted to the all-powerful God for all the blessings he showered on me and for being with me throughout the study. Finally, I take this opportunity to express my deep gratitude to the lasting memory of my loving family, and friends who are a constant source of motivation and for their never ending support and encouragement during writing of the project.

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LIST OF ABBREVIATIONS AND ACRONYMS

BCMS	Border Control Management System
CRS	Congressional Research Service
CUTE	Common Use Terminal Equipment
GAO	General Accounting Office
ILO	International Labour Organization
ICTs	Information and Communications Technologies
IT:	Information Technology
JKIA:	Jomo Kenyatta International Airport

ABSTRACT

The aim of this study was to investigate factors influencing the effectiveness of border control systems in controlling illegal immigrants. Effective border management at the points of entry enhances security of the country. At the points of entry is where persons travelling on forged documents, lost passports, drug traffickers, terrorists, human traffickers are identified. There are three main outcomes of border security that contribute to preventing illegal migration, and they reflect fundamental border-security capabilities of interdiction, deterrence, and networked intelligence. In many ways, the outcomes mirror the drug-control outcomes, but some important differences arise that require careful consideration. The objectives of the study are to assess the extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya, To determine how management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya, To determine how capability of PISCES influences the effectiveness of border control systems in controlling illegal immigrants in Kenya and To determine how government laws influences the effectiveness of border control systems in controlling illegal immigrants in Kenya. A descriptive study design is the best design to be used to fulfill the objectives of the study. The research used simple random sampling methods by selecting a given number of subjects from a defined population as representative of that population. The researcher used stratified random sampling technique to select a sample size of 55 employees from the population 176 borders control staff from the Jomo Kenyatta International Airport. Data was collected, examined and checked for completeness and clarity. Descriptive statistics was used to analyze the data. Data was analyzed using tables, percentages, means and standard deviations. Statistical Package on Social Sciences version 17 was used in statistical analysis. The study provides data to assist researchers, development practitioners, academicians, policy makers, planners and programme implementers as well a larger society in reducing violent behavior. The study established that there was a technical team in place working on the project for control systems. Project Teamwork and composition was found to be very important throughout the project life cycle. It was also revealed that the world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. Another finding is that the world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. The study results show that the purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Hundreds of millions of travellers cross international borders every year. For government border management agencies, it is important to know the identities of each and every one in order to protect national security and identify travellers of interest (Sita, 2010). Effective border control systems produces positive self-esteem in workers and enhanced national security. However, on the other hand lack of border control systems results in low productivity due to lack of monitoring and evaluation procedures and lack of confidence in making decisions. Decisions at the points of entry should be made faster, accurate in order to reduce the impacts of illegal immigration to Kenyan citizens. The ability to manage the border effectively has great impact on the number of visitors arriving and leaving at the points of entry (Kasimis and Kassimi, 2004).

There has long been a debate over the relationship between legal work programs and illegal immigration. From 1942 to 1964, the United States permitted several hundred thousand young Mexican men to come seasonally for work, most in the agricultural industry, under what was known as the Bracero Program. At its peak more than 400,000 agricultural workers came each year. In the absence of enforcement, the program did little to discourage illegal immigration; many farmers had the choice of hiring braceros or unauthorized workers, and one consequence was poor wage and working conditions for both. Those concerns led to the Bracero scheme being abolished in 1964 (Martin, 2003). Whatever the problems with the Bracero Program, however, the number of illegal entries from Mexico began to rise immediately after it was ended and continued to increase steadily throughout the following decades.

Declining emigration and increasing return migration of Greeks created a positive migration balance in Greece in the 1970s. Immigration then grew at the beginning of the 1980s when a small number of Africans, Asians, and Poles arrived and found work in construction, agriculture, and domestic services (Glytsos and Katseli, 2005). Nevertheless, immigration at that time was still limited in size. In 1986, there were a total of about 90,000 immigrants in the country, one-third of whom were from Europe (Kasimis and Kassimi, 2004). In 1991, the number of

registered "foreigners" (as they are officially referred to in Greece) had grown to 167,000 out of a total population of 10,259,900. The Greek government was unprepared to receive such a large number of immigrants over such a relatively short period of time, and it has struggled with how best to deal with the integration of this population. Though the government has adopted, over the years, limited regularization procedures that would legalize certain unauthorized immigrants largely in response to pressure from constituents and human-rights organizations nearly half of the total estimated immigrant population remains unauthorized today. Regarding other forms of immigrant integration, the government has still not crafted a satisfactory institutional framework nor adopted a specific integration policy.

According to Lyberaki (2008), border control systems offers a suite of complete end-to-end solutions that enhances border security while also allowing seamless and efficient passenger and goods processing at border control checkpoints. These solutions addresses the document processing needs for both arriving and departing travelers as well as goods processing for verification and taxation at all border processing points whether at land, air or sea. Key benefits realized are the comprehensive prevention of identity theft and misuse, the elimination of document fraud and impersonation, as well as the accurate tracking of the history of movement of goods and people into and out of a country's border crossings. The use of border control systems plays a great role in controlling illegal immigration into the country (Kasimis and Kassimi, 2004).

Effective border management at the points of entry enhances security of the country. At the points of entry is where persons travelling on forged documents, lost passports, drug traffickers, terrorists, human traffickers are identified (Lyberaki, 2008). Prior to the use of PISCES, processing of passengers was done manually, decision making was slow and the system was not effective.

Jomo Kenyatta International Airport, formerly called Embakasi Airport and Nairobi International Airport, is Kenya's largest aviation facility, and the busiest airport in East Africa. It is the sixth-busiest airport in Africa. The airport is named after the first Kenyan prime minister and president, Jomo Kenyatta. Kenyatta airport is located in Embakasi, a suburb to the south-east of

Nairobi. The airport is situated 15 kilometres (9 mi) from Nairobi's Central Business District, and at the edge of the city's built up area. The Mombasa Highway runs adjacent to the airport, and is the main route of access between Nairobi and the airport; a rail link is planned. The airport is the main hub of Kenya Airways, JetLink Express and Fly540. Jomo Kenyatta airport is served by a single Runway 06/24. Runway 06 is ILS-equipped, and is used for take-offs and landings. The airport is served by one terminal building constructed in the 1970s. The former "Embakasi" terminal, now used for cargo and for a Kenya Air Force training facility, was constructed before the 1960s. Jomo Kenyatta International Airport's terminal has 3 units that cater for both arrivals and departures. Units 1 and 2 are mainly used for international flights whereas unit 3 is mainly used for domestic flights.

Department of Immigration Service is a service delivery organization that mainly deals with the issuance of passports and other travel documents to Kenyan citizens, control and regulation of entry and exit of persons, investigation and prosecution of all immigration related offences, issuance of permits to foreigners, issuance of visas to persons intending to visit the country among others. All these activities require a prior check before one is issued with the document he/she is applying for. Departing passengers check-in through units 1 and 2 depending on their destinations. Both units have airline check-in counters that operate on a Common Use Terminal Equipment (CUTE) system and immigration desks at the ground floor where passengers are cleared before they proceed to the departure lounge in the first floor via escalators or lifts. There are eight departure gates used to board aircraft via boarding bridges. Arriving international passengers enter via the same gates into a concourse which leads to immigration counters at the first floor before coming to the baggage hall situated in the ground floor. The baggage hall is well served with baggage conveyor belts.

1.2 Statement of the problem

An effective border management is important in every country and can have a significant effect in supporting economic development through efficient processing systems. Immigration reform should be a matter of national priority. They should aim at enhancing the measures of reducing illegal entry into Kenya as well as reduce the current population of unlawfully present persons. Illegal immigrants hurts poor Kenyans when terrorists strikes, commits crimes, takes over jobs

that Kenyans can do and strains the security facilities such as health, education and increase in population. The role of border security can be understood better by thinking about overlapping aspects of the phenomenon. The demand for drugs is affected by education, treatment and incarceration of addicts, punishment for usage, and the price charged for drugs, among other things. Supply is affected by the profitability of drug trading and such disincentives as risk. Some kinds of risk merely result in tactical changes, which may drive up the price charged but do not really affect incentives. Other kinds of risk, such as direct threats to drug leaders of incarceration, having their financial assets frozen, and having their travel and residency locations severely limited, are disincentives that may deter activities perhaps causing a scale-down of attempted traffic or a shift to other forms of crime. Border control can affect operational risk, forcing tactical changes that at least add cost and reduce demand, and that may be so troublesome as to have a deterrent effect. However, despite the strategy adopted by immigration department in using PISCES to determine admissibility of foreigners into the country, there are many illegal immigrants that are in the country. Kenya is still facing a steady increase in the number of illegal immigrants residing in the country. Border control is vital to the security of the nation and its citizens. The threat of international terrorism, worldwide illegal immigration and refugee problems, drug and arms smuggling are issues of that concerns states. Therefore, all states in the world look at measures to increase security at their borders. They apply different organizations and methods to protect their borders. But the main resources are technology and personnel. Therefore, increasing border security is only possible by increasing resources or improving methods. On the other hand, increasing resources causes significant financial costs. The overall research problem addressed in this study is that despite the installation of PISCES at the entry points in Kenya, little has been done to analyze the factors influencing the effectiveness of border control systems in controlling illegal immigrants.

1.3 Purpose of the study

The purpose of this study was to find out the factors influencing the effectiveness of border control systems in controlling illegal immigrants

1.4 Research Objectives

The objectives of the study were:

- i. To assess the extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya
- ii. To determine how management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya
- iii. To determine how capability of PISCES influences the effectiveness of border control systems in controlling illegal immigrants in Kenya
- iv. To determine how government laws influences the effectiveness of border control systems in controlling illegal immigrants in Kenya

1.5 Research Questions

The research questions addressed by the study were:

- i. What is extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya?
- ii. How does management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya?
- iii. How capability of PISCES does influence the effectiveness of border control systems in controlling illegal immigrants in Kenya?
- iv. How government laws do influences the effectiveness of border control systems in controlling illegal immigrants in Kenya?

1.6 Research Hypothesis

The research hypotheses tested by the study were:

- i. The availability of technical team has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- ii. The management support has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- iii. The capability of PISCES has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya

- iv. Government laws has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya

1.7 Significance of the study

The study was foremost to assist border management in Kenya in monitoring movement of persons, capture data, enable detection of undesirable persons into the country and increase installation of the system in places where it was not being used.

Most importantly, it helped the policy makers within public and private sector to identify crucial areas in their organizations and make appropriate decisions to ensure factors influencing the effectiveness of border control systems in controlling illegal immigrants. Also, through this study leaders and managers in state corporations may learn and make responsible strategic plans and policy decisions.

The findings from the study may particularly be useful in providing additional knowledge to existing and future organizations on factors influencing the effectiveness of border control systems in controlling illegal immigrants. This study may also be beneficial to all state corporations both large and small since they would enhance the realization of border control systems in controlling illegal immigrants. The findings may also provide a useful reference document to stake holders on border control systems in controlling illegal immigrants and academic institutions in their endeavors to formulate work plan to meet the performance. Scholars, students and other researchers may also find the study helpful to identify further areas of research built on the findings of this research. The study may be a source of reference material for future researchers on other related topics; it may also help other academicians who undertake the same topic in their studies.

1.8 Scope of the study

The study was confined to Jomo Kenyatta International Airport and was to involve workers in border control systems and was to offer an opportunity for a rich source of data. The researcher was to have significant knowledge of the organizations and was known to some of the staff making it easier to collect the necessary information.

1.9 Limitation of the study

The researcher encountered un-cooperative respondents who do not understand the significance of the research and the researcher explained to them the importance of this study and the way it may assist their working lives in the organization. Due to the organizations rigid policies, the respondents might not be free in answering the questions posed to them for fear of victimization by the authorities. This was overcome by assuring the staff that the study was used anywhere else or by somebody else except for academic purposes. The study was also carried out for a short time.

1.10 Basic assumptions of the study

The study makes the following assumptions in this study; the respondents was be honest and truthful when answering the questions that some governments that may sponsor terrorism can issue genuine documents to illegal immigrants under different identity and makes it impossible for the system to detect them. Government agencies are responsible for providing information to be entered into the system early enough to enable the system to intercept those that are on the alert list, where it is late the system was not detected. The system alone is not complete; the integrity of the users must be above board.

1.11 Definition of significant terms

The definitions of significant terms used in the study are given below.

Border: refers to national borders of Kenya and includes the ports of entry, coastlines and the outer margin of territorial waters

Entry: means admission into Kenya at a designated port of entry on the basis of authority to do so validly granted under the Kenya Citizenship and Immigration Act, 2011

Management Support Refers to the active participation and commitment of organizational top leadership in the management, review and evaluation of ICT projects. This includes; provision of required resources, timely decision making, establishment of a project steering committees and a formal process of project evaluation.

Port: designated place where a person has to report before he or she may move, sojourn, enter, exit or remain within the country

Project Management: This refers to a group or individuals tasked with the overall responsibility for the management and delivery of a project within budget, time and scope.

Project Team and Composition Refers to teams whose members usually belong to different groups, functions and are assigned to activities for the same project and reflects - a range of professional expertise. Usually project teams are only used for a defined period of time

1.12 Organization of the Study

Chapter one of the study contains introduction, giving a background of the study while putting the topic of study in perspective. It gives the statement of the problem and the purpose of study. This chapter outlines the objectives, limitations, delimitations and the assumptions of the study.

Chapter two gives scholars' work on Information Communication Technology projects, Information Technology (IT) project management process, Integration of innovation diffusion theory with change management, Success factors for ICT projects and empirical review. It also outlines conceptual framework variables.

Chapter three consists of research methodology which was be used in the study. It covers the research design, target population, sample design, data collection, validity and reliability of data collection instruments, data analysis techniques, and ethical considerations.

Chapter four presents data analysis, presentation and interpretation. The main objective of the study was to establish factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Chapter five presents a summary of the study findings discussion, conclusions and recommendations. The findings are summarized in line with the objectives of the study which was to establish the factors influencing the effectiveness of border control systems in controlling illegal immigrants.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers other scholars work on Information Communication Technology projects , Information Technology (IT) project management process, Integration of innovation diffusion theory with change management, Success factors for ICT projects and empirical review. It also discusses conceptual framework variables

2.2 Border Control Systems

There are mainly three kinds of organization that countries apply to protect their land borders. One of them is giving this task to the Army. This method is used in our country and in our neighbor countries. The second method is performing this task by state organizations rather than Army. These organizations are under the control of civil administration. An example of this method is U.S. Border Patrol organization that is under the control of Immigration and Naturalization Service of Department of Justice. Sometimes these organizations are supported by Army. The third method is execution of this task by Police Forces. At wartime, these forces are under the operational control of the Army. But at the peacetime, they are under the control of the Ministry of Home Affairs. This method is applied in India and this organization is called as Border Security Force. (Dehlin S. and Olofsson T., 2008)

As seen, when the border security is the subject under concern, the main ministries, departments and armed forces of the states have responsibilities for security of country borders. Therefore, besides much news those are related with border security of countries from all around the world such as declarations of researches for more secure borders or precautions and results of precautions in both technological and organizational issues, we meet some official reports related with border security.

There are several reports of GAO (General Accounting Office is the investigative arm of Congress in U.S.) and CRS (Congressional Research Service) related with border control and security. In their CRS report (June 18, 2001), William J. Krouse (Analyst in Social Legislation;

Domestic Social Policy Division) and Raphael F. Perl (Specialist in International Affairs; Foreign Affairs, Defense, and Trade Division) explain the importance of border security and propose some options to prevent illegal entry into the United States.

In GAO reports, after making studies about border security, precautions are proposed and results of precautions are evaluated. As precautions for strengthening the border, (1) concentrating personnel and technology resources, starting first with the sectors with the highest level of illegal infiltration activity and moving to the areas with the least activity, (2) making maximum use of physical barriers to deter entry along the border, (3) increasing the proportion of time Border Patrol agents spent on border control activities and (4) identifying the appropriate quantity and mix of technology and personnel needed to control the border, are proposed in some parts of GAO reports.

2.3 Effectiveness of Border Control Systems

There are three main outcomes of border security that contribute to preventing illegal migration, and they reflect fundamental border-security capabilities of interdiction, deterrence, and networked intelligence. In many ways, the outcomes mirror the drug-control outcomes, but some important differences arise that require careful consideration. The first outcome is to intercept migrants transiting illegally across the border. Migrants intercepted while transiting illegally return to their source country voluntarily, return to their source country involuntarily after court proceedings or coordination with their source country, or disappear into the resident population while they wait without detention for a court appearance or removal. Migrants who return to their source country, under whatever circumstances, might or might not attempt illegal migration again. These different ways an interdiction might resolve distinguish illegal migration from drug smuggling. Intelligence on drug usage, such as testing of arrested suspects or local market survey of the purity and availability of drugs, can be used to estimate the effectiveness of border controls (Burton, S. and Steane, P., 2004).

Efficient border controls protect the safety of passengers and air traffic and make an important contribution to the fight against international terrorism and illegal immigrants. G&D's Border Control Management System (BCMS), which embraces all relevant border control processes, has been developed to meet these challenging requirements. It has been specifically designed to

process ICAO-compatible travel documents. These include machine-readable travel documents, e-passports and e-ID cards with chips or visas.

G&D systems automatically scan biometric data such as fingerprints and ISO facial images and compare them with the data stored on the document chip. In addition, the systems provide a comprehensive database of information about arrivals and departures or transit data. The BCMS also automatically checks the passenger's personal data and the travel document's expiration date. What is more, the solutions can be connected to external databases, both national and international, such as Interpol and Europol wanted lists (Delone, and McLean, 1992)..

2.4 Technical team and Effectiveness of Border Control Systems

Project Teamwork and composition is important too throughout the project life cycle. The project team should consist of best people in the organization (Buckhout et al., 1999; Bingi et al., 1999; Rosario, 2000; Wee, 2000). Building a cross-functional team is also critical. Teams should have a mix of consultants and internal staff, so that internal staff can develop necessary technical skills (Sumner, 1999). Both business and technical knowledge are essential for business (Bingi et al., 1999; Sumner, 1999).

The importance of information and communications technologies (ICTs) as powerful tools for socio-economic development is now widely acknowledged not only among large corporations but small business enterprises as well. However, for ICT to be effectively deployed as engines of economic development existing IT skills gap both in developed and developing countries must be addressed. The Digital Opportunity Task Force (DOT FORCE, 2002) emphasizes human resources development through systematic training and education as critical if countries have to reap digital dividends. Additionally, pervasive use of ICT in the economy depends on well-trained human resources for developing relevant applications, supporting and maintaining systems. Moreover, investment in human capital, research and development is becoming increasingly recognized as a critical factor in preparing citizens to participate in the digital age. The International Labour Organization (ILO, 2001) states that countries with the right mix of skills stand a better chance of becoming important locations in global markets. However, for maximum gains to emerge, the development of essential ICT skills is necessary because without

such skills, the technologies can neither be maintained nor adapted to local use. The promotion of education and literacy in general and digital literacy in particular, remains a major challenge facing most countries especially those in the developing world. ILO (2001) observes that adoption of ICT in business environments creates two types of skill needs. The first is related to the variety of foundation skills such as the ability to communicate, analyze and solve problems. The other skills relate to technical component which extends beyond the ICT sector to the economy as a whole.

The project should be the top and only priority and the workload should be manageable. As far as possible, teams should be collocated together at an assigned location to facilitate working together (Wee, 2000). The team should be given compensation and incentives for successfully completing the project on time and within the assigned budget (Wee, 2000). The team should be familiar with the business requirements and products so that they know what needs to be done to support business processes (Rosario, 2000).

The sharing of information within the company, particularly between project partners and between partnering companies is vital and requires partnership trust (Stefanou, 1999). Partnership should be managed with regular scheduled meetings. Incentives and risk sharing agreements will aid in working together to achieve similar goals (Wee, 2000).

2.5 Management Support and Technical team and Effectiveness of Border Control Systems

There is no doubt that executives play a crucial role in the process of implementing ICT investments (Kohli and Devaraj, 2004). At the same time, ICT executives' perceptions were also shown to be an excellent proxy measure for successful ICT implementation and were also found to be highly correlated with objective measures (Tallon *et al.*, 2001). Of course, a certain danger exists that ICT managers will exaggerate the role of ICT or that they will not grasp the full complexity of ICT's effects. In a study by Venkatraman and Ramanujam (1987), senior executives were asked to rate their firm's performance relative to that of their biggest competitors using a number of different performance criteria, including sales growth, net income growth and ROI. The resulting high degree of correlation between the perceptual and objective performance measures led the authors to conclude that "perceptual data from senior managers can be employed as acceptable operationalization of business economic performance" (Venkatraman

and Ramanujam, 1987). Executives' perceptions of ICT's payoffs have also been correlated with more traditional economic performance measures such as revenues, net profits and productivity (Tallon *et al.*, 1998). Of course, besides quantitative and financial effects ICT investments are also particularly important for the quality of services, customer satisfaction and market positioning, which are all relatively difficult to evaluate quantitatively.

Although perceptual measures have been widely accepted in organisational research (Lawrence and Lorsch, 1986), they have only recently begun to appear in the ICT literature. For example, DeLone and McLean (1992) argued that executives are ideally positioned to act as key informants in a qualitative assessment of ICT's impacts on their corporations. There is a twofold basis for this argument. First, as direct consumers of ICT executives can rely on personal experience when forming an overall perception of the impacts of ICT (Davis and Olson, 1985; Rockart and Flannery, 1983). Second, as business executives become more involved in ICT investment decisions they are also increasingly exposed to the views of their peers and subordinates (Natek and Lesjak, 2005). Several studies also demonstrate that executives' perceptions are the key to understanding how ICT impacts on a firm's performance (Boynton *et al.*, 1994). Within this context, Grover *et al.* (1998) used perceptual data from executives to shed light on the link between ICT diffusion, process change and productivity gains for a series of technologies. On the other hand Neely *et al.* in Pantazi and Georgopoulos (2006) suggest that companies should use the "performance prism" model in order to evaluate the value and impact of ICT, taking into account the views of stakeholders, employees and customers. Finally, Broadbent and Weill (1993) established a clear relationship between managerial perceptions of the role of ICT infrastructure, the perceived value of that infrastructure, and the ICT investment biases.

Managers require a road map for strategic adoption of ICT, but, its implementation which will inevitably be unsuccessful if the organization's culture is not properly aligned with, and supportive of an overall business strategy (Schneider, 2000). ICT implementation should become a business objective of the construction industry and should give equal prominence to technology, people and processes involved in construction projects. Only in such a scenario will it be adopted by the industry as a whole. The strategic and cultural factors are qualitative and have been studied separately through qualitative analysis.

ICT adoption by project managers and team members is defined by the factors affecting their perceptions as well as the factors affecting decision making at the organization level. Similarly, ICT adoption by an individual organization is also defined by the factors affecting ICT adoption at the industry level, since it represents its national construction industry. Thus, causal relationships between all the identified factors need to be studied. While researchers analyzing the benefits from ICT use and investment have tended to concentrate their assessment at the firm/organization level, studies at the industry level have been scarce (Ruddock, 2006)

2.6 Capability of PISCES Technical team and Effectiveness of Border Control Systems

The United Nations estimates that around 175 million persons currently reside outside the country of birth. This represents about three per cent (3%) of the world's population (IOM, 2005). This exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. The growth in international crime and illegal immigration has led to increasing concern over security of travel documents and calls for recommendations on what may be done to help improve their resistance to attack or misuse (ICAO, 2006). The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document, alteration of text in the visual or machine readable zone. This has led to the adoption of PISCES at the borders of entry to assist immigration officers in overcoming the main threats of persons travelling on counterfeit documents. PISCES program is installed together with the passport readers, camera and finger print machine. Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might be intending to come to the United States to violate our laws and endanger our safety (Jeanne A. B., 2001). Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity.

2.7 Government laws and Technical team and Effectiveness of Border Control Systems

The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Again, the evidence is sparse but it suggests that tougher enforcement is increasing the price for anyone wanting to enter the United States illegally. At the southern border, most of those

attempting to enter illegally use smugglers and the costs of entry have grown significantly (Roberts et al. 2010). But the rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement.

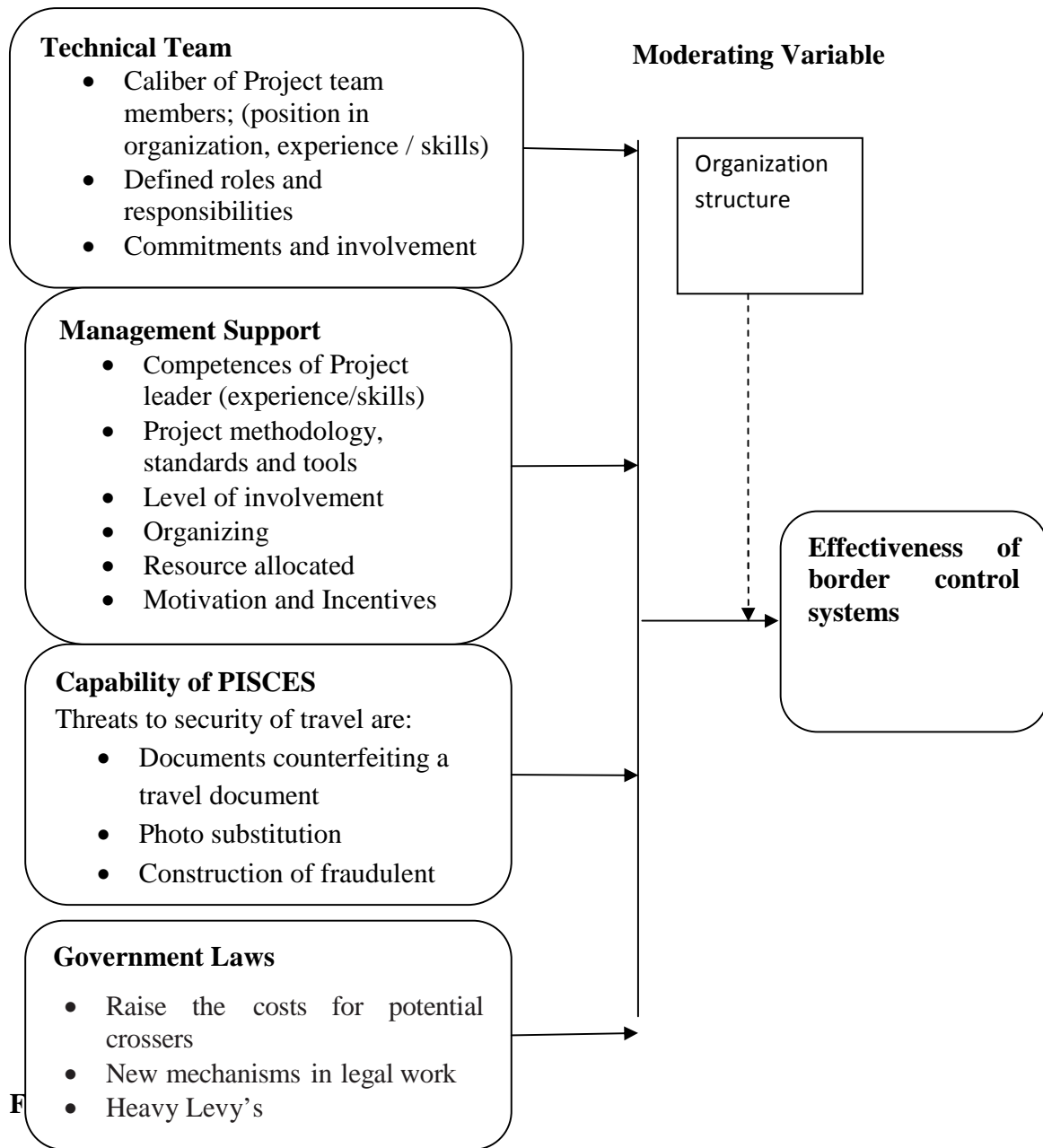
The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, especially from Mexico, is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform. The original legislation proposed by Senators John McCain and Edward Kennedy in 2005 would have authorized as many as 400,000 guest workers annually, roughly the number that came at the height of the Bracero Program in the late 1950s. Coupled with improved enforcement at the border and the workplace, there are strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. A further advantage is that the U.S. government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards of \$3,000 to a smuggler for the opportunity to enter the United States illegally would surely be willing to pay as much or more for the right to live and work here legally.

2.6 Conceptual Frame Work

The Independent variables in this research are the technical team, Management Support, Capability of PISCES and Government Laws and dependent variable is Effectiveness of border control systems

Independent Variables

Dependent Variable



2.7 Discussion of conceptual framework

The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document, alteration of text in the visual or machine readable zone. Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might be intending to come to the United States to violate our laws and endanger our safety. Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity

The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. At the southern border, most of those attempting to enter illegally use smugglers and the costs of entry have grown significantly. But the rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement. The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, especially from Mexico, is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform.

Project Teamwork and composition is important too throughout the project life cycle. The project team should consist of best people in the organization (Buckhout et al., 1999; Bingi et al., 1999; Rosario, 2000; Wee, 2000). Building a cross-functional team is also critical. Teams should have a mix of consultants and internal staff, so that internal staff can develop necessary technical skills (Sumner, 1999). Both business and technical knowledge are essential for business (Bingi et al., 1999; Sumner, 1999).

There is no doubt that executives play a crucial role in the process of implementing ICT investments (Kohli and Devaraj, 2004). At the same time, ICT executives' perceptions were also shown to be an excellent proxy measure for successful ICT implementation and were also found to be highly correlated with objective measures (Tallon et al., 2001). Executives' perceptions of ICT's payoffs have also been correlated with more traditional economic performance measures such as revenues, net profits and productivity (Tallon *et al.*, 1998). ICT implementation should

become a business objective of the construction industry and should give equal prominence to technology, people and processes involved in construction projects

2.8 Summary of the literature Review

ICT diffusion success could be perceived in terms of factors that influence technology adoption and the way in which successful adoption of technology by potential users could be sustained Peansupap and Walker (2005). They classify the factors affecting ICT diffusion in an organization as static and dynamic, where static factors, e.g. technological characteristics and communication channels, fundamentally affect initial ICT diffusion and dynamic factors, e.g. motivation, training and technical support, sustain ICT diffusion changes. People, who are a part of different project team organizations, manage projects and the project team organizations are a part of the construction industry. Thus, factors are required to be studied at the three levels of industry, organization and people and the following section summarizes the literature study for factors at these three levels.

In a survey conducted to assess the status of ICT adoption in the Australian construction industry, it was found that the annual turnover of an organization has an effect on the uptake of ICT and ICT training performance for an organization (Kajewski, Weippert, Remmers, and McFallan, 2004). Ruddock (2006) also reports that smaller firms tend to be less ICT intensive than large firms. Partly because large firms have more scope for improving communication flows within the organization and partly because large firms also invest more in ICT than small firms as ICT investment is risky and uncertain, which may be more difficult for small firms to bear. This factor highlights the relevance of the research study discussed in this paper as it studies ICT adoption by SMEs.

Liberatore et al. (2001) have identified the improved capabilities of project management (PM) software as enablers of effective ICT adoption and an area for future research. Thus, information technology (IT) tools or PM software adopted for PM processes have an effect on ICT adoption for BPM.

Using the internet as the communication platform facilitates the speedy transmission of information and also reduces the cost of communication with overseas construction sites as

compared with traditional information handling methods (Tam, 1999). Thus, increased geographical separation between project team members is an important factor driving ICT adoption for BPM.

However, it has been found difficult to evaluate these benefits (Ruddock, 2006) and many of the traditionally used appraisal approaches have been found inadequate. As a result, the investment in ICT is too often assumed to be negative since the benefits are not properly evaluated, included and weighted against the costs and risks the investment is expected to generate. It does not only have an influence on individual projects but also, in the long run, on the motivation to innovate and introduce new ICT tools in the construction industry (Dehlin and Olofsson, 2008). This aspect is a barrier for effective adoption of ICT. Some of the other identified barriers are suggested to be deficient understanding and lack of knowledge about the possibilities of ICT, unsuccessful implementation into project organizations and limitations of software functionality (Dehlin and Olofsson, 2008). Thus, in the absence of an accepted evaluation method, the benefits and barriers of effective ICT adoption are primarily perception-based and these perceived benefits and barriers determine the extent of ICT adoption by the construction industry.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology which was used in the study. It covers the research design, target population, sample design, data collection, validity and reliability of data collection instruments, data analysis techniques, and ethical considerations

3.2 Research Design

A descriptive study design was used. A case study was used to obtain an in-depth investigation of an individual, institution or phenomenon (Mugenda and Mugenda, 2003). The primary purpose of case study was to determine factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport. A descriptive study design was deemed the best design to fulfill the objectives of the study. Case study research design has the advantage of generating new understandings, explanations and is cheaper than survey and takes less time; it is for this that the study adopted a case study research design. A research design is the general plan of how one goes about answering the research question (Saunders, Lewis and Thornhill, 2000). A descriptive survey research design will be used to obtain data. This design is considered appropriate for the type of objective of this study and the implied comparative analysis to determine the factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport. This research will be both explanatory and descriptive. It is explanatory in the sense that the problem is examined with an aim of establishing the casual relationships between variables. On the other hand, it qualifies as descriptive since it sought to portray the phenomenon through describing events, situations and processes.

3.3 Target Population

According to Mugenda and Mugenda, (2003), a population can be defined as an entire set of relevant units of analysis or data. The target population of this study was 176 borders control staff from the Jomo Kenyatta International Airport.

The target population was drawn from a group of individuals who are actively involved in the borders control; namely, Senior Assistant Director, Assistant Director, Administrator, Central Supervisor, Secondary Officer and Primary officer.

Table 3.1:Target Population

Category	Population size
Senior Assistant Director	1
Assistant Director	1
Administrator	1
Central Supervisor	3
Secondary Officer	50
Primary officer	120
Total	176

3.4 Sampling Procedure and sample size

Sampling technique provides a range of methods which enables reduction of data to be collected, by focusing on data from a sub-group rather than all cases of elements. The sampling design used was non-probabilistic since it allowed for a selection of individuals who have been involved in border control systems at Jomo Kenyatta International Airport and that were best suited to answer the research question. This technique was also suitable when working with smaller samples since it catered for cases that were particularly informative.

The researcher used stratified random sampling technique to select a sample size of 55 employees from the population 176 borders control staff from the Jomo Kenyatta International Airport.. Mugenda and Mugenda, (2003), states that a sample of 30% is considered representative for a population less 500. So if the population is less or equal to 30% it is appropriate to carry out census study. The sample size is justified by 30% since it will minimize

the duplicity and redundancy of to be data obtained and the size is large enough to ensure collection of comprehensive data.

Table 3.2: Sample Population

Category	Population size	Sample size (30% of Population)
Senior Assistant Director	1	1
Assistant Director	1	1
Administrator	1	1
Central Supervisor	3	1
Secondary Officer	50	15
Primary officer	120	36
Total	176	55

3.5 Data Collection Methods

The primary data was obtained from the respondents through a structured questionnaire comprising of closed and open-ended questions.

The questionnaire was divided into 3 parts where Part A covered general demographic data of the respondents, part B consisted of questions focusing on factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport, the questionnaire used in Likert 1-5 scale, with 1 being 'to no extent at all', 2 being 'to a small extent' 3 being 'to some extent', 4 being 'to a high extent' and 5 being 'to a very high extent'.

3.6 Validity of Instruments

Joppe (2000) provides the following explanation of what validity is in quantitative research where Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bull's eye" of your research object? Researchers generally determine validity by asking a series of questions, and will often look for the answers in the research of others.

Wainer and Braun (1998) describe the validity in quantitative research as “construct validity”. The construct is the initial concept, notion, question or hypothesis that determines which data is to be gathered and how it is to be gathered. They also assert that quantitative researchers actively cause or affect the interplay between construct and data in order to validate their investigation, usually by the application of a test or other process. In this sense, the involvement of the researchers in the research process would greatly reduce the validity of a test. Data quality will be incorporated in the entire study process especially at the data collection point to include completeness of questionnaires, legibility of records and validity of responses. At the data processing point, quality control included; data cleaning, validation and confidentiality. There are three types of validity which will be addressed and stated; *Face validity* with pre-testing of survey instruments was a good way used to increase the likelihood of face validity. *Content validity* the use of expert opinions, literature searches, and pre-test open-ended questions helped to establish content validity.

3.7 Reliability of Instruments

Joppe (2000) defines reliability as the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable

The most popular methods which will be used in estimating reliability is the use of measures of internal consistency. The questionnaire was pre-tested through a pilot test with individuals from the same organizations previously involved in border control systems but not part of the sample population in the study to avoid double inclusion of pre-test participants in the main study. Their feedback helped in making vital adjustments to enhance reliability and validity of the study findings. To ascertain the reliability of the data collection instrument was examined by professionals who include researchers, supervisor and border control systems experts and modifications will be done based on the responses obtained.

3.8 Data Analysis

Data was collected, examined and checked for completeness and clarity. Descriptive statistics were used to analyze the data. Data was analyzed using tables and percentages, means and standard deviations. Statistical Package on Social Sciences version 17 was used for statistical analysis.

3.9 Ethical Consideration

Ethics are norms governing human conducts which have a significant impact on human welfare. It involves making a judgment about right and wrong behavior. Bryman (2007) states that it is the responsibility of the researcher to carefully assess the possibility of harm to research participants, and the extent that it is possible; the possibility of harm should be minimized. The researcher recognized that the issue under study was sensitive because it involved the core business of the organization. Therefore, there will be need to protect the identity of the respondents as much as possible. This means that the questionnaires did not require the respondent's names or details that may reveal their identity.

The researcher will also obtain a letter from University of Nairobi allowing to undertake the study and an introductory letter explaining the purpose of the study and Confidentiality will be upheld for all respondents.

3.10 Operational Definition of Variables

The operational definition of variables on factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport. This are given variable are given in Table 3.3

Table 3.3 Operational definition of variables

Objectives	Type of Variable	Indicators	Measurement scale	Tools of Analysis	Type of Statistics
	Independent Variables				
To assess the extent to which technical team influences on effectiveness of border control systems in controlling illegal immigrants at study of Jomo Kenyatta International Airport	Technical Team	Caliber of Project team members; (position in organization, experience / skills) Defined roles and responsibilities Commitments and involvement level	Ordinal	Mean, Percentage, mode, Standard deviation	Descriptive
To determine the influence of management support on effectiveness of border control systems in controlling illegal	Project management	Competences of Project leader (experience/skills) Project methodology, standards and tools Level of involvement	Ratio	Mean, Percentage, Standard deviation	Descriptive

immigrants at study of Jomo Kenyatta International Airport		Organizing Resource allocated (Budget, personnel) Motivation and Incentives			
To establish the influence capability of PISCES in detecting imposters on effectiveness of border control systems in controlling illegal immigrants at study of Jomo Kenyatta International Airport	Planning	Business value (increased effectiveness, efficiency and cost savings) Completion of project within time and budget Budget overruns and Abandoned projects	Ratio	Mean, Percentage, mode, Standard deviation	Descriptive

To establish the influence government laws in detecting imposters on effectiveness of border control systems in controlling illegal immigrants at study of Jomo Kenyatta International Airport	ICT infrastructure	Clear project goals and objectives Well defined requirements Return on Investment	Ratio	Mean, Percentage, mode	Descriptive
	Dependent variable				
	Successful Implementation of ICT Projects	Financial considerations Evaluation of ICT project Application usage Support from supervisors	Ratio	Mean, Percentage, mode	Descriptive

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents data analysis, presentation and interpretation. The main objective of the study was to establish factors influencing the effectiveness of border control systems in controlling illegal immigrants. The study targeted a sample of 55 respondents from at Jomo Kenyatta International Airport who comprised of Senior Assistant Director, Assistant Director, Administrator, Central Supervisor, Secondary Officer and Primary officer. Out of the 55 questionnaires distributed 40 questionnaires were returned filled thus making a response rate of 72.7%, which is an adequate response rate for statistical reporting. According to Mugenda and Mugenda (2003), a response rate of 50% and above is a good for statistical reporting. Statistical Software for Social Sciences (SPSS) was used to generate descriptive and inferential statistics. The study findings are presented in Tables and with explanations done in prose.

4.2 Demographic Characteristics

The study sought to establish the information on the respondents employed in the study with regards to the gender, age, academic background, duration of service, and department worked. These bio data points at the respondents' appropriateness in answering the questions and also looks at the employment demographics at Jomo Kenyatta International Airport.

Table 4.3: Gender

Gender	Frequency	Percentage
Male	28	70
Female	12	30
Total	40	100

The study findings in figure above show that a majority of the respondent (70%) were male while 30% were female. The study findings show that the information collected to establish the respondents from Jomo Kenyatta International Airport employment statistics were represented by both gender.

Table 4.4: Age

Age (Years)	Frequency	Percentage
21-30	4	10
31-40	20	52
41-50	11	25
50 and above	5	13
Total	40	100

The study findings in Table above show that a majority of the respondent (52%) were aged between 31 and 40 years followed by 25% of the respondents aged between 41 and 50 years. The proportion of respondents aged 50 and above years was 13% while 10% were aged 21-30 years. The study findings show that employment statistics in Jomo Kenyatta International Airport comprises of people of different ages from youth, middle aged to old persons. The findings also reveal that most of the respondents were of the ages between 31 and 40 years and therefore had rich experiences which rendered them conversant enough with factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Table 4.5: Academic Background

Academic background	Frequency	Percentage
Certificate	4	10
Diploma	8	20
Undergraduate Degree	18	45
Postgraduate	10	25
Total	40	100

The study findings in Table above show that majority 45% of the respondents held their undergraduate degree; this was followed by 25% who had attained education upto the post graduate level. 20% of the respondents were diploma holders while 10% were certificate holders. These findings indicate majority of the Jomo Kenyatta International Airport staffs have attained undergraduate degree and postgraduate and are therefore knowledgeable enough to provide

information on factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Table 4.6: No of years worked in the present capacity

Worked in the present capacity	Frequency	Percentage
Less than 3 years	8	20
3 to 5 years	16	40
5 to 7 years	10	25
Over 7 years	6	15
Total	40	100

The results show that majority 40% of the respondents had worked for 3 to 5 years. 25% had worked for 5 to 7 years in their present capacity, 20% had worked for Less than 3 years in their present capacity while 15% had worked in their present capacity Over 7 years. This shows that majority of the respondents had worked for a 3 to 5 years and therefore had a great understanding of their role therefore they were in a position to respond effectively on factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Table 4.7: No of years working in the industry

No of years working in the industry	Frequency	Percentage
1 – 2 years	5	12.5
3 – 5 years	11	27.5
6 – 10 years	9	22.5
10 – 15 years	8	20
Over15year	7	17.5
Total	40	100

The findings indicate that majority 27.5% of the respondents had worked in the industry for a period of 3-5 years. 22.5% had worked in the industry for a period of 6-10 years, 20% had

worked in the industry for a period 10-15 years, and 17.5% had worked in the industry for a period over 15 years while 12.5% had worked in the industry for a period of 1-2 years. This shows that majority of the respondents had rich experience and were therefore in a position to respond effectively factors influencing the effectiveness of border control systems in controlling illegal immigrants.

4.3 Factors influencing the effectiveness of border control systems in controlling illegal immigrants

4.3.1 Role played in the indicated ICT project

The respondents were asked to indicate their role in the ICT project implemented for border control systems in controlling illegal immigrants. The table below shows the response rate.

Table 4.8: Role played in the indicated ICT project

Role played in the indicated ICT project	Frequency	Percentage
Project sponsor	2	5
Management representative	3	8
Project team member	13	32
Project Leader / manager	5	12
Technical expert	10	25
User representative	7	18
Total	40	100

The results show that majority of the respondents played the role of Project team member (32%). This was followed by 25% of the respondents who played the role of technical expert, 18% were User representative, 12% were Project Leader / manager, 8% were Management representative while 5% were Project sponsors.

4.4 Technical Team

The respondents were asked to rate the following factors on technical team. The study investigated the extent to which team factors affected the effectiveness of border control systems in controlling illegal immigrants. The results are shown in the table below.

Table 9: Technical Team factors

Factors Under Consideration	Mean	Standard Deviation
Necessary trainings /workshops were conducted for the team to foster team work	3.3211	0.48332
The project team members were experienced, knowledgeable and skilled for necessary for delivery of the project	4.1579	0.44521
Project team showed commitment and achieved their targets and goal in time	3.0526	0.3681
Project team was all inclusive and representative of all key stakeholders	4.2421	0.43063
Average	3.6934	0.4318

The results indicate that majority of the respondents rated Project team was all inclusive and representative of all key stakeholders to a high extent where $m = 4.1579$ and the project team members were experienced, knowledgeable and skilled for necessary for delivery of the project $m = 4.1579$. The following statement were rated to some extent $m =$ Necessary trainings /workshops were conducted for the team to foster team work and Project team showed commitment and achieved their targets and goal in time $m = 3.0526$.

4.5 Project management and Leadership

The study sought to determine the general extent to which Project management and Leadership the effectiveness of border control systems in controlling illegal immigrants. The findings are presented in table below.

Table 4.10: Project management and Leadership

Factors Under Consideration	Mean	Standard Deviation
Project team received necessary support and tools required for the project necessary to achieve their targets and goals	3.7368	0.82785
Incentives and compensation were offered to the project team for motivation and encourage towards achieving their goals / results.	3.8316	0.76704
Top management support was visible throughout the project phases	4.0737	0.58786
Top management ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets	3.8842	0.65009
Effective monitoring and evaluation process to ensure delivery of project in time and within budget	4.0421	0.52422
The project leader had a track record of success with major it projects	4.1579	0.44521
Goals and targets set out were realistic and attainable	4.1895	0.4201
Effective project management methodology and tools were used	4.0315	0.53584
Average	3.9934	0.5947

From the findings presented in table above, the respondents agreed to a high extent on the factors raised above s follows; Goals and targets set out were realistic and attainable m= 4.1895, The project leader had a track record of success with major it projects m=4.1579, Effective project management methodology and tools were used m=4.0315, Effective monitoring and evaluation

process to ensure delivery of project in time and within budget m= 4.0421. Top management support was visible throughout the project phases m= 4.0737, Top management ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets m=3.8842, Incentives and compensation were offered to the project team for motivation and encourage towards achieving their goals / results m=3.8316, Project team received necessary support and tools required for the project necessary to achieve their targets and goals m=3.7368.

4.6 Capability of PISCES

The study sought to establish how the Capability of PISCES affects the project. The results are shown in the table below.

Table 4.11: Capability of PISCES

Factors Under Consideration	Mean	Standard Deviation
The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability.	4.0261	0.6254
The growth in international crime and illegal immigration has led to increasing concern over security of travel documents	4.5125	0.3261
The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document	4.3267	0.4215
Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen	4.2257	0.7518

safety

Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity

	3.6251	0.6541
Average	4.1432	0.5557

The results show that the respondents agreed to a very high extent that the growth in international crime and illegal immigration has led to increasing concern over security of travel documents $m= 4.5125$. the respondents agreed that the main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document $m= 4.3267$, Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen safety $m= 4.2257$ and The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability $m= 4.0261$. the respondents also agreed that Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity $m= 3.6251$.

4.7 Government laws

The study further investigated on how the Government laws affect the effectiveness of border control systems in controlling illegal immigrants. The results are shown in table below.

Table 4.12: Government laws

Factors Under Consideration	Mean	Standard Deviation
The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others	4.6652	0.8625

from ever attempting illegal entry

The lack of any new mechanisms to improve legal work opportunities for low-skilled workers is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform.

4.0321 0.6251

Improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers.

4.3021 0.5312

A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the country illegally would surely be willing to pay as much or more for the right to live and work here legally

4.0987 0.6754

Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement

4.2345 0.7543

Average

4.2665 0.6897

The results show that the respondents agreed to a very high extent that The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry m= 4.6652. the respondents agreed to a high extent that improved enforcement at the border and the workplace, strong reasons to

believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. m= 4.3021, Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement m=4.2345 and A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the United States illegally would surely be willing to pay as much or more for the right to live and work here legally m= 4.0987 and The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform m= 4.0321.

4.8 Test of hypothesis

- i. H₁: There is positive effect of technical team of border control systems in controlling illegal immigrants in Kenya
- ii. H₁: The management support has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- iii. H₁: The capability of PISCES has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- iv. H₁: The existing of government laws has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya

Table4.13. Hypothesis testing

Hypothesis	Coefficient P-Values	Conclusion
H ₁ : There is positive effect of technical team of border control systems in controlling illegal immigrants in Kenya	P=0.000<=0.05	Accept H₁. Reject H₀
H ₁ : The management support has a significant influences on effectiveness of border control systems in controlling illegal	P=0.001<=0.05	Accept H₁. Reject H₀

immigrants in Kenya		
H ₁ : The capability of PISCES has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya	P=0.000<=0.05	Accept H₁. Reject H₀
H ₁ : The existing of government laws has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya	P=0.001<=0.05	Accept H₁. Reject H₀

i. Source, Researcher (2013)

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study findings discussion, conclusions and recommendations. The findings are summarized in line with the objectives of the study which was to establish the factors influencing the effectiveness of border control systems in controlling illegal immigrants.

5.2 Summary of Findings

The study established the factors influencing the effectiveness of border control systems in controlling illegal immigrants by looking at the effect of availability of technical team , Project management and Leadership, Capability of PISCES and Government laws as per the objectives and hypothesis.

Table 5.13: Summary of Findings

Objectives	Main findings
To assess the extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya	The study established that there was a technical team in place working on the project for control systems. The Project team was all inclusive and representative of all key stakeholders. The team employed were experienced, knowledgeable and skilled for necessary for delivery of the project
To determine how management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya	The project got necessary support from the management and project leaders. The project leader had a track record of success with major it projects. Goals and targets set out were realistic and attainable. Effective project management methodology and tools were used. Top management support was visible throughout the project phases. Top management ensured availability of resources (financial and human), as well as

necessary facilities to ensure that the project team meet their targets

To determine how capability of PISCES influences the effectiveness of border control systems in controlling illegal immigrants in Kenya

The growth in international crime and illegal immigration has led to increasing concern over security of travel documents. The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, and construction of fraudulent document. Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen safety. The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability.

To determine how government laws influences the effectiveness of border control systems in controlling illegal immigrants in Kenya

The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement.

5.3 Discussion

Discussion of findings is presented as follows:

5.3.1 Technical Team

The study established that there was a technical team in place working on the project for control systems. Project Teamwork and composition was found to be very important throughout the

project life cycle. The project consisted of best people in the organization who have the right skills and knowledge. They also had business and technical knowledge which are essential in effecting a good control system which will be effective. It emphasizes on the importance of information and communications technologies (ICTs) as powerful tools for socio-economic development. Pervasive use of ICT in the economy depends on well-trained human resources for developing relevant applications, supporting and maintaining systems. Investment in human capital, research and development is becoming increasingly recognized as a critical factor in preparing citizens to participate in the digital age.

5.3.2 Project management and Leadership

Executives play a crucial role in the process of implementing ICT investments. , ICT executives' perceptions were also shown to be an excellent proxy measure for successful ICT implementation and were also found to be highly correlated with objective measures. The project leader had a track record of success with major it projects and goals and targets set out were realistic and attainable. Top management support was visible throughout the project phases they ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets and also made sure there was an effective monitoring and evaluation process to ensure delivery of project in time and within budget.

5.3.3 Capability of PISCES

The study revealed that the world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. The growth in international crime and illegal immigration has led to increasing concern over security of travel documents. The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, and construction of fraudulent document. This has led to the adoption of PISCES at the borders of entry to assist immigration officers in overcoming the main threats of persons travelling on counterfeit documents. PISCES program is installed together with the passport readers, camera and finger print machine. Current immigration law provides the government with extraordinary powers to deny admission to any person believe might be intending to come to and violate the laws and endanger our safety.

5.3.4 Government laws

The study results show that the purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the country illegally would surely be willing to pay as much or more for the right to live and work here legally. Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement.

5.4 Conclusion

Concerns about illegal immigration have overlapped with public safety and national security considerations, including efforts to prevent the inflow of illegal drugs and other contraband, terrorists, and weapons of mass destruction.¹¹ Enforcement to combat these diverse illicit flows inevitably converges at international borders, partly because transnational criminals and other mala fide actors seek to exploit the geographic and jurisdictional complexity that borders create.

Nonetheless, while policies to combat different illegal flows share some common features, each of these security tasks may demand a unique mix of policy tools, and lawmakers may set different standards for successful enforcement outcomes in each area. The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Again, the evidence is sparse but it suggests that tougher enforcement is increasing the price for anyone wanting to enter the country illegally. But the rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement. The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, especially from Kenya, is one of the most unfortunate consequences of the failure by the project to pass comprehensive immigration

reform. Coupled with improved enforcement at the border and the workplace, there are strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers.

One way to use apprehensions data to gauge the effectiveness of border enforcement would be to compare apprehensions to the total number of illegal border crossers (i.e., successful illegal entrants), and thus describe the proportion of border crossers that is apprehended.¹⁰⁹ Precise estimates of how many aliens successfully evade capture and enter the country illegally do not exist, however. Most numbers cited are based on changes in the estimated unauthorized alien.

Moreover, changes in the total unauthorized population do not correlate precisely with successful illegal entries for two reasons. First, not all unauthorized aliens enter the country illegally; previous research suggests that between one-third and one-half enter the country legally and overstay their visas. For this reason, changes in the total unauthorized population *over-estimate* the number of illegal border crossers. Second, annual data on the total unauthorized population do not account for unauthorized migrants who enter the country, stay temporarily, and then leave. Because some unauthorized migrants leave the country (including as a result of being deported), and some may leave and re-enter multiple times, changes in the total unauthorized population also *under-estimate* the number of people successfully entering the country each year.

5.5 Recommendations

This evidence indicates that current border enforcement policies that cause migrants to cross through remote areas and have increased reliance on smugglers, may underlie some of the correlation between apprehensions and violent crime. Future work should look more carefully into the factors that determine the correlation between immigration policy and conditions on the border.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

SIMIYU RAMAH EMMANUEL

P.O BOX 30191- 00100

NAIROBI

Dear Sir/Madam,

RE: REQUEST FOR YOUR PARTICIPATION IN M.A. RESEARCH PROJECT

I am a student at the University of Nairobi pursuing a Master of Arts degree in Project Planning and Management. As part of my coursework, I am required to carry out and submit a research project report on the **FACTORS INFLUENCING THE EFFECTIVENESS OF BORDER CONTROL SYSTEMS IN CONTROLLING ILLEGAL IMMIGRANTS. A CASE STUDY OF JKIA**

.

To achieve this objective, I kindly request for your assistance in completing the attached copy questionnaire. I assure you the information you provide is purely for academic purposes and will be treated with utmost confidentiality. Should the finding of this Research Project be of interested to you or your organization, a copy would be available at the University of Nairobi Library.

Yours faithfully,

SIMIYU RAMAH EMMANUEL

APPENDIX 2: QUESTIONNAIRE

Instructions

Please tick (✓) the box that matches your answer or fill the space provided

PART A: General Information

Date

1) What is your gender? (tick one)

Male ()

Female ()

2) Age(tick one)

20 -30 ()

21 -30 ()

31- 40 ()

40 and above ()

3) What is your academic background?

Certificate []

Diploma []

Undergraduate []

Postgraduate []

4) How long have you been working in your present capacity?

Less than 3 years ()

3 to 5 years ()

5 to 7 years () Over 7 years ()

5) Kindly indicate your position / title in the organization?

6) How long have you worked for the industry?

1 – 2 years () 6 – 10 years () Over15year ()

3 – 5 years () 10 – 15 years ()

PART B:

The questionnaire seeks to find out factors considered important in the implementation ICT projects.

1. What was your role in the indicated ICT project?

- a. Project sponsor []
- b. Management representative []
- c. Project team member
 - i. Project Leader / manager []
 - ii. Technical expert []
 - iii. User representative []
 - iv. Any other specify _____

PART C:

Using a Likert 1-5 scale, with 1 being ‘to no extent at all’, 2 being ‘to a small extent’ 3 being ‘to some extent’, 4 being ‘to a high extent’ and 5 being ‘to a very high extent’, to what extent were the following factors considered important in the implementation of ICT projects in your organization? Please tick (✓) all as appropriate

Technical Team

Factors Under Consideration	1	2	3	4	5
Necessary trainings /workshops were conducted for the team to foster team work					
The project team members were experienced, knowledgeable and skilled for necessary for delivery of the project					
Project team showed commitment and achieved their					

Factors Under Consideration	1	2	3	4	5
targets and goal in time					
Project team was all inclusive and representative of all key stakeholders					

Project management and Leadership

Factors Under Consideration	1	2	3	4	5
Project team received necessary support and tools required for the project necessary to achieve their targets and goals					
Incentives and compensation were offered to the project team for motivation and encourage towards achieving their goals / results.					
Top management support was visible throughout the project phases					
Top management ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets					
Effective monitoring and evaluation process to ensure delivery of project in time and within budget					
The project leader had a track record of success with major it projects					
Goals and targets set out were realistic and attainable					
Effective project management methodology and tools were used					

Capability of PISCES

Factors Under Consideration	1	2	3	4	5
The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability.					
The growth in international crime and illegal immigration has led to increasing concern over security of travel documents					
The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document					
Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen safety					
Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity					

Government laws

Factors Under Consideration	1	2	3	4	5
The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever					

Factors Under Consideration	1	2	3	4	5
Attempting illegal entry					
The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, , is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform.					
improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers.					
A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the United States illegally would surely be willing to pay as much or more for the right to live and work here legally					
Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement					

.....

.....

Thank you for your time and cooperation

**FACTORS INFLUENCING THE EFFECTIVENESS OF BORDER CONTROL
SYSTEMS IN CONTROLLING ILLEGAL IMMIGRANTS: A CASE STUDY OF JOMO
KENYATTA INTERNATIONAL AIRPORT, NAIROBI KENYA**

**BY
SIMIYU RAMAH EMMANUEL**

**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF ARTS
IN PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI.**

2013

DECLARATION

This Research project report is my original work and has not been presented for a degree award in this or any other University.

SIGNATURE:

DATE:

SIMIYU RAMAH EMMANUEL

L50/65315/2010

This Research project report has been examined and passed with my approval as University Supervisor.

SIGNATURE:

DATE:

Mr. Johnbosco Kisimbii

Lecturer,

Department of Extra Mural Studies

University of Nairobi

DEDICATION

This project report is dedicated to my family and all those who supported in the completion of this project writing. Thank you and God bless you abundantly.

ACKNOWLEDGMENTS

It has been an exciting and instructive study period in the University of Nairobi and I feel privileged to have had the opportunity to carry out this study as a demonstration of knowledge gained during the period studying for my master's of arts degree. With these acknowledgments, it would be impossible not to remember my supervisor Mr. Johnbosco Kisimbii for his guidance, lecturers who taught me during first year of study and my classmates for their support and those who in one way or another, directly or indirectly, played a role in the realization of this research project like Purity Karani, Richard Emoru, Jane Misiko, Vincent Obuya, Masese Richard and Fredrick Wesonga. Let me, therefore, thank them all equally.

Firstly, I am indebted to the all-powerful God for all the blessings he showered on me and for being with me throughout the study. Finally, I take this opportunity to express my deep gratitude to the lasting memory of my loving family, and friends who are a constant source of motivation and for their never ending support and encouragement during writing of the project.

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LIST OF ABBREVIATIONS AND ACRONYMS

BCMS	Border Control Management System
CRS	Congressional Research Service
CUTE	Common Use Terminal Equipment
GAO	General Accounting Office
ILO	International Labour Organization
ICTs	Information and Communications Technologies
IT:	Information Technology
JKIA:	Jomo Kenyatta International Airport

ABSTRACT

The aim of this study was to investigate factors influencing the effectiveness of border control systems in controlling illegal immigrants. Effective border management at the points of entry enhances security of the country. At the points of entry is where persons travelling on forged documents, lost passports, drug traffickers, terrorists, human traffickers are identified. There are three main outcomes of border security that contribute to preventing illegal migration, and they reflect fundamental border-security capabilities of interdiction, deterrence, and networked intelligence. In many ways, the outcomes mirror the drug-control outcomes, but some important differences arise that require careful consideration. The objectives of the study are to assess the extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya, To determine how management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya, To determine how capability of PISCES influences the effectiveness of border control systems in controlling illegal immigrants in Kenya and To determine how government laws influences the effectiveness of border control systems in controlling illegal immigrants in Kenya. A descriptive study design is the best design to be used to fulfill the objectives of the study. The research used simple random sampling methods by selecting a given number of subjects from a defined population as representative of that population. The researcher used stratified random sampling technique to select a sample size of 55 employees from the population 176 borders control staff from the Jomo Kenyatta International Airport. Data was collected, examined and checked for completeness and clarity. Descriptive statistics was used to analyze the data. Data was analyzed using tables, percentages, means and standard deviations. Statistical Package on Social Sciences version 17 was used in statistical analysis. The study provides data to assist researchers, development practitioners, academicians, policy makers, planners and programme implementers as well a larger society in reducing violent behavior. The study established that there was a technical team in place working on the project for control systems. Project Teamwork and composition was found to be very important throughout the project life cycle. It was also revealed that the world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. Another finding is that the world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. The study results show that the purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Hundreds of millions of travellers cross international borders every year. For government border management agencies, it is important to know the identities of each and every one in order to protect national security and identify travellers of interest (Sita, 2010). Effective border control systems produces positive self-esteem in workers and enhanced national security. However, on the other hand lack of border control systems results in low productivity due to lack of monitoring and evaluation procedures and lack of confidence in making decisions. Decisions at the points of entry should be made faster, accurate in order to reduce the impacts of illegal immigration to Kenyan citizens. The ability to manage the border effectively has great impact on the number of visitors arriving and leaving at the points of entry (Kasimis and Kassimi, 2004).

There has long been a debate over the relationship between legal work programs and illegal immigration. From 1942 to 1964, the United States permitted several hundred thousand young Mexican men to come seasonally for work, most in the agricultural industry, under what was known as the Bracero Program. At its peak more than 400,000 agricultural workers came each year. In the absence of enforcement, the program did little to discourage illegal immigration; many farmers had the choice of hiring braceros or unauthorized workers, and one consequence was poor wage and working conditions for both. Those concerns led to the Bracero scheme being abolished in 1964 (Martin, 2003). Whatever the problems with the Bracero Program, however, the number of illegal entries from Mexico began to rise immediately after it was ended and continued to increase steadily throughout the following decades.

Declining emigration and increasing return migration of Greeks created a positive migration balance in Greece in the 1970s. Immigration then grew at the beginning of the 1980s when a small number of Africans, Asians, and Poles arrived and found work in construction, agriculture, and domestic services (Glytsos and Katseli, 2005). Nevertheless, immigration at that time was still limited in size. In 1986, there were a total of about 90,000 immigrants in the country, one-third of whom were from Europe (Kasimis and Kassimi, 2004). In 1991, the number of

registered "foreigners" (as they are officially referred to in Greece) had grown to 167,000 out of a total population of 10,259,900. The Greek government was unprepared to receive such a large number of immigrants over such a relatively short period of time, and it has struggled with how best to deal with the integration of this population. Though the government has adopted, over the years, limited regularization procedures that would legalize certain unauthorized immigrants largely in response to pressure from constituents and human-rights organizations nearly half of the total estimated immigrant population remains unauthorized today. Regarding other forms of immigrant integration, the government has still not crafted a satisfactory institutional framework nor adopted a specific integration policy.

According to Lyberaki (2008), border control systems offers a suite of complete end-to-end solutions that enhances border security while also allowing seamless and efficient passenger and goods processing at border control checkpoints. These solutions addresses the document processing needs for both arriving and departing travelers as well as goods processing for verification and taxation at all border processing points whether at land, air or sea. Key benefits realized are the comprehensive prevention of identity theft and misuse, the elimination of document fraud and impersonation, as well as the accurate tracking of the history of movement of goods and people into and out of a country's border crossings. The use of border control systems plays a great role in controlling illegal immigration into the country (Kasimis and Kassimi, 2004).

Effective border management at the points of entry enhances security of the country. At the points of entry is where persons travelling on forged documents, lost passports, drug traffickers, terrorists, human traffickers are identified (Lyberaki, 2008). Prior to the use of PISCES, processing of passengers was done manually, decision making was slow and the system was not effective.

Jomo Kenyatta International Airport, formerly called Embakasi Airport and Nairobi International Airport, is Kenya's largest aviation facility, and the busiest airport in East Africa. It is the sixth-busiest airport in Africa. The airport is named after the first Kenyan prime minister and president, Jomo Kenyatta. Kenyatta airport is located in Embakasi, a suburb to the south-east of

Nairobi. The airport is situated 15 kilometres (9 mi) from Nairobi's Central Business District, and at the edge of the city's built up area. The Mombasa Highway runs adjacent to the airport, and is the main route of access between Nairobi and the airport; a rail link is planned. The airport is the main hub of Kenya Airways, JetLink Express and Fly540. Jomo Kenyatta airport is served by a single Runway 06/24. Runway 06 is ILS-equipped, and is used for take-offs and landings. The airport is served by one terminal building constructed in the 1970s. The former "Embakasi" terminal, now used for cargo and for a Kenya Air Force training facility, was constructed before the 1960s. Jomo Kenyatta International Airport's terminal has 3 units that cater for both arrivals and departures. Units 1 and 2 are mainly used for international flights whereas unit 3 is mainly used for domestic flights.

Department of Immigration Service is a service delivery organization that mainly deals with the issuance of passports and other travel documents to Kenyan citizens, control and regulation of entry and exit of persons, investigation and prosecution of all immigration related offences, issuance of permits to foreigners, issuance of visas to persons intending to visit the country among others. All these activities require a prior check before one is issued with the document he/she is applying for. Departing passengers check-in through units 1 and 2 depending on their destinations. Both units have airline check-in counters that operate on a Common Use Terminal Equipment (CUTE) system and immigration desks at the ground floor where passengers are cleared before they proceed to the departure lounge in the first floor via escalators or lifts. There are eight departure gates used to board aircraft via boarding bridges. Arriving international passengers enter via the same gates into a concourse which leads to immigration counters at the first floor before coming to the baggage hall situated in the ground floor. The baggage hall is well served with baggage conveyor belts.

1.2 Statement of the problem

An effective border management is important in every country and can have a significant effect in supporting economic development through efficient processing systems. Immigration reform should be a matter of national priority. They should aim at enhancing the measures of reducing illegal entry into Kenya as well as reduce the current population of unlawfully present persons. Illegal immigrants hurts poor Kenyans when terrorists strikes, commits crimes, takes over jobs

that Kenyans can do and strains the security facilities such as health, education and increase in population. The role of border security can be understood better by thinking about overlapping aspects of the phenomenon. The demand for drugs is affected by education, treatment and incarceration of addicts, punishment for usage, and the price charged for drugs, among other things. Supply is affected by the profitability of drug trading and such disincentives as risk. Some kinds of risk merely result in tactical changes, which may drive up the price charged but do not really affect incentives. Other kinds of risk, such as direct threats to drug leaders of incarceration, having their financial assets frozen, and having their travel and residency locations severely limited, are disincentives that may deter activities perhaps causing a scale-down of attempted traffic or a shift to other forms of crime. Border control can affect operational risk, forcing tactical changes that at least add cost and reduce demand, and that may be so troublesome as to have a deterrent effect. However, despite the strategy adopted by immigration department in using PISCES to determine admissibility of foreigners into the country, there are many illegal immigrants that are in the country. Kenya is still facing a steady increase in the number of illegal immigrants residing in the country. Border control is vital to the security of the nation and its citizens. The threat of international terrorism, worldwide illegal immigration and refugee problems, drug and arms smuggling are issues of that concerns states. Therefore, all states in the world look at measures to increase security at their borders. They apply different organizations and methods to protect their borders. But the main resources are technology and personnel. Therefore, increasing border security is only possible by increasing resources or improving methods. On the other hand, increasing resources causes significant financial costs. The overall research problem addressed in this study is that despite the installation of PISCES at the entry points in Kenya, little has been done to analyze the factors influencing the effectiveness of border control systems in controlling illegal immigrants.

1.3 Purpose of the study

The purpose of this study was to find out the factors influencing the effectiveness of border control systems in controlling illegal immigrants

1.4 Research Objectives

The objectives of the study were:

- i. To assess the extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya
- ii. To determine how management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya
- iii. To determine how capability of PISCES influences the effectiveness of border control systems in controlling illegal immigrants in Kenya
- iv. To determine how government laws influences the effectiveness of border control systems in controlling illegal immigrants in Kenya

1.5 Research Questions

The research questions addressed by the study were:

- i. What is extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya?
- ii. How does management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya?
- iii. How capability of PISCES does influence the effectiveness of border control systems in controlling illegal immigrants in Kenya?
- iv. How government laws do influences the effectiveness of border control systems in controlling illegal immigrants in Kenya?

1.6 Research Hypothesis

The research hypotheses tested by the study were:

- i. The availability of technical team has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- ii. The management support has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- iii. The capability of PISCES has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya

- iv. Government laws has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya

1.7 Significance of the study

The study was foremost to assist border management in Kenya in monitoring movement of persons, capture data, enable detection of undesirable persons into the country and increase installation of the system in places where it was not being used.

Most importantly, it helped the policy makers within public and private sector to identify crucial areas in their organizations and make appropriate decisions to ensure factors influencing the effectiveness of border control systems in controlling illegal immigrants. Also, through this study leaders and managers in state corporations may learn and make responsible strategic plans and policy decisions.

The findings from the study may particularly be useful in providing additional knowledge to existing and future organizations on factors influencing the effectiveness of border control systems in controlling illegal immigrants. This study may also be beneficial to all state corporations both large and small since they would enhance the realization of border control systems in controlling illegal immigrants. The findings may also provide a useful reference document to stake holders on border control systems in controlling illegal immigrants and academic institutions in their endeavors to formulate work plan to meet the performance. Scholars, students and other researchers may also find the study helpful to identify further areas of research built on the findings of this research. The study may be a source of reference material for future researchers on other related topics; it may also help other academicians who undertake the same topic in their studies.

1.8 Scope of the study

The study was confined to Jomo Kenyatta International Airport and was to involve workers in border control systems and was to offer an opportunity for a rich source of data. The researcher was to have significant knowledge of the organizations and was known to some of the staff making it easier to collect the necessary information.

1.9 Limitation of the study

The researcher encountered un-cooperative respondents who do not understand the significance of the research and the researcher explained to them the importance of this study and the way it may assist their working lives in the organization. Due to the organizations rigid policies, the respondents might not be free in answering the questions posed to them for fear of victimization by the authorities. This was overcome by assuring the staff that the study was used anywhere else or by somebody else except for academic purposes. The study was also carried out for a short time.

1.10 Basic assumptions of the study

The study makes the following assumptions in this study; the respondents was be honest and truthful when answering the questions that some governments that may sponsor terrorism can issue genuine documents to illegal immigrants under different identity and makes it impossible for the system to detect them. Government agencies are responsible for providing information to be entered into the system early enough to enable the system to intercept those that are on the alert list, where it is late the system was not detected. The system alone is not complete; the integrity of the users must be above board.

1.11 Definition of significant terms

The definitions of significant terms used in the study are given below.

Border: refers to national borders of Kenya and includes the ports of entry, coastlines and the outer margin of territorial waters

Entry: means admission into Kenya at a designated port of entry on the basis of authority to do so validly granted under the Kenya Citizenship and Immigration Act, 2011

Management Support Refers to the active participation and commitment of organizational top leadership in the management, review and evaluation of ICT projects. This includes; provision of required resources, timely decision making, establishment of a project steering committees and a formal process of project evaluation.

Port: designated place where a person has to report before he or she may move, sojourn, enter, exit or remain within the country

Project Management: This refers to a group or individuals tasked with the overall responsibility for the management and delivery of a project within budget, time and scope.

Project Team and Composition Refers to teams whose members usually belong to different groups, functions and are assigned to activities for the same project and reflects - a range of professional expertise. Usually project teams are only used for a defined period of time

1.12 Organization of the Study

Chapter one of the study contains introduction, giving a background of the study while putting the topic of study in perspective. It gives the statement of the problem and the purpose of study. This chapter outlines the objectives, limitations, delimitations and the assumptions of the study.

Chapter two gives scholars' work on Information Communication Technology projects, Information Technology (IT) project management process, Integration of innovation diffusion theory with change management, Success factors for ICT projects and empirical review. It also outlines conceptual framework variables.

Chapter three consists of research methodology which was be used in the study. It covers the research design, target population, sample design, data collection, validity and reliability of data collection instruments, data analysis techniques, and ethical considerations.

Chapter four presents data analysis, presentation and interpretation. The main objective of the study was to establish factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Chapter five presents a summary of the study findings discussion, conclusions and recommendations. The findings are summarized in line with the objectives of the study which was to establish the factors influencing the effectiveness of border control systems in controlling illegal immigrants.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers other scholars work on Information Communication Technology projects , Information Technology (IT) project management process, Integration of innovation diffusion theory with change management, Success factors for ICT projects and empirical review. It also discusses conceptual framework variables

2.2 Border Control Systems

There are mainly three kinds of organization that countries apply to protect their land borders. One of them is giving this task to the Army. This method is used in our country and in our neighbor countries. The second method is performing this task by state organizations rather than Army. These organizations are under the control of civil administration. An example of this method is U.S. Border Patrol organization that is under the control of Immigration and Naturalization Service of Department of Justice. Sometimes these organizations are supported by Army. The third method is execution of this task by Police Forces. At wartime, these forces are under the operational control of the Army. But at the peacetime, they are under the control of the Ministry of Home Affairs. This method is applied in India and this organization is called as Border Security Force. (Dehlin S. and Olofsson T., 2008)

As seen, when the border security is the subject under concern, the main ministries, departments and armed forces of the states have responsibilities for security of country borders. Therefore, besides much news those are related with border security of countries from all around the world such as declarations of researches for more secure borders or precautions and results of precautions in both technological and organizational issues, we meet some official reports related with border security.

There are several reports of GAO (General Accounting Office is the investigative arm of Congress in U.S.) and CRS (Congressional Research Service) related with border control and security. In their CRS report (June 18, 2001), William J. Krouse (Analyst in Social Legislation;

Domestic Social Policy Division) and Raphael F. Perl (Specialist in International Affairs; Foreign Affairs, Defense, and Trade Division) explain the importance of border security and propose some options to prevent illegal entry into the United States.

In GAO reports, after making studies about border security, precautions are proposed and results of precautions are evaluated. As precautions for strengthening the border, (1) concentrating personnel and technology resources, starting first with the sectors with the highest level of illegal infiltration activity and moving to the areas with the least activity, (2) making maximum use of physical barriers to deter entry along the border, (3) increasing the proportion of time Border Patrol agents spent on border control activities and (4) identifying the appropriate quantity and mix of technology and personnel needed to control the border, are proposed in some parts of GAO reports.

2.3 Effectiveness of Border Control Systems

There are three main outcomes of border security that contribute to preventing illegal migration, and they reflect fundamental border-security capabilities of interdiction, deterrence, and networked intelligence. In many ways, the outcomes mirror the drug-control outcomes, but some important differences arise that require careful consideration. The first outcome is to intercept migrants transiting illegally across the border. Migrants intercepted while transiting illegally return to their source country voluntarily, return to their source country involuntarily after court proceedings or coordination with their source country, or disappear into the resident population while they wait without detention for a court appearance or removal. Migrants who return to their source country, under whatever circumstances, might or might not attempt illegal migration again. These different ways an interdiction might resolve distinguish illegal migration from drug smuggling. Intelligence on drug usage, such as testing of arrested suspects or local market survey of the purity and availability of drugs, can be used to estimate the effectiveness of border controls (Burton, S. and Steane, P., 2004).

Efficient border controls protect the safety of passengers and air traffic and make an important contribution to the fight against international terrorism and illegal immigrants. G&D's Border Control Management System (BCMS), which embraces all relevant border control processes, has been developed to meet these challenging requirements. It has been specifically designed to

process ICAO-compatible travel documents. These include machine-readable travel documents, e-passports and e-ID cards with chips or visas.

G&D systems automatically scan biometric data such as fingerprints and ISO facial images and compare them with the data stored on the document chip. In addition, the systems provide a comprehensive database of information about arrivals and departures or transit data. The BCMS also automatically checks the passenger's personal data and the travel document's expiration date. What is more, the solutions can be connected to external databases, both national and international, such as Interpol and Europol wanted lists (Delone, and McLean, 1992)..

2.4 Technical team and Effectiveness of Border Control Systems

Project Teamwork and composition is important too throughout the project life cycle. The project team should consist of best people in the organization (Buckhout et al., 1999; Bingi et al., 1999; Rosario, 2000; Wee, 2000). Building a cross-functional team is also critical. Teams should have a mix of consultants and internal staff, so that internal staff can develop necessary technical skills (Sumner, 1999). Both business and technical knowledge are essential for business (Bingi et al., 1999; Sumner, 1999).

The importance of information and communications technologies (ICTs) as powerful tools for socio-economic development is now widely acknowledged not only among large corporations but small business enterprises as well. However, for ICT to be effectively deployed as engines of economic development existing IT skills gap both in developed and developing countries must be addressed. The Digital Opportunity Task Force (DOT FORCE, 2002) emphasizes human resources development through systematic training and education as critical if countries have to reap digital dividends. Additionally, pervasive use of ICT in the economy depends on well-trained human resources for developing relevant applications, supporting and maintaining systems. Moreover, investment in human capital, research and development is becoming increasingly recognized as a critical factor in preparing citizens to participate in the digital age. The International Labour Organization (ILO, 2001) states that countries with the right mix of skills stand a better chance of becoming important locations in global markets. However, for maximum gains to emerge, the development of essential ICT skills is necessary because without

such skills, the technologies can neither be maintained nor adapted to local use. The promotion of education and literacy in general and digital literacy in particular, remains a major challenge facing most countries especially those in the developing world. ILO (2001) observes that adoption of ICT in business environments creates two types of skill needs. The first is related to the variety of foundation skills such as the ability to communicate, analyze and solve problems. The other skills relate to technical component which extends beyond the ICT sector to the economy as a whole.

The project should be the top and only priority and the workload should be manageable. As far as possible, teams should be collocated together at an assigned location to facilitate working together (Wee, 2000). The team should be given compensation and incentives for successfully completing the project on time and within the assigned budget (Wee, 2000). The team should be familiar with the business requirements and products so that they know what needs to be done to support business processes (Rosario, 2000).

The sharing of information within the company, particularly between project partners and between partnering companies is vital and requires partnership trust (Stefanou, 1999). Partnership should be managed with regular scheduled meetings. Incentives and risk sharing agreements will aid in working together to achieve similar goals (Wee, 2000).

2.5 Management Support and Technical team and Effectiveness of Border Control Systems

There is no doubt that executives play a crucial role in the process of implementing ICT investments (Kohli and Devaraj, 2004). At the same time, ICT executives' perceptions were also shown to be an excellent proxy measure for successful ICT implementation and were also found to be highly correlated with objective measures (Tallon *et al.*, 2001). Of course, a certain danger exists that ICT managers will exaggerate the role of ICT or that they will not grasp the full complexity of ICT's effects. In a study by Venkatraman and Ramanujam (1987), senior executives were asked to rate their firm's performance relative to that of their biggest competitors using a number of different performance criteria, including sales growth, net income growth and ROI. The resulting high degree of correlation between the perceptual and objective performance measures led the authors to conclude that "perceptual data from senior managers can be employed as acceptable operationalization of business economic performance" (Venkatraman

and Ramanujam, 1987). Executives' perceptions of ICT's payoffs have also been correlated with more traditional economic performance measures such as revenues, net profits and productivity (Tallon *et al.*, 1998). Of course, besides quantitative and financial effects ICT investments are also particularly important for the quality of services, customer satisfaction and market positioning, which are all relatively difficult to evaluate quantitatively.

Although perceptual measures have been widely accepted in organisational research (Lawrence and Lorsch, 1986), they have only recently begun to appear in the ICT literature. For example, DeLone and McLean (1992) argued that executives are ideally positioned to act as key informants in a qualitative assessment of ICT's impacts on their corporations. There is a twofold basis for this argument. First, as direct consumers of ICT executives can rely on personal experience when forming an overall perception of the impacts of ICT (Davis and Olson, 1985; Rockart and Flannery, 1983). Second, as business executives become more involved in ICT investment decisions they are also increasingly exposed to the views of their peers and subordinates (Natek and Lesjak, 2005). Several studies also demonstrate that executives' perceptions are the key to understanding how ICT impacts on a firm's performance (Boynton *et al.*, 1994). Within this context, Grover *et al.* (1998) used perceptual data from executives to shed light on the link between ICT diffusion, process change and productivity gains for a series of technologies. On the other hand Neely *et al.* in Pantazi and Georgopoulos (2006) suggest that companies should use the "performance prism" model in order to evaluate the value and impact of ICT, taking into account the views of stakeholders, employees and customers. Finally, Broadbent and Weill (1993) established a clear relationship between managerial perceptions of the role of ICT infrastructure, the perceived value of that infrastructure, and the ICT investment biases.

Managers require a road map for strategic adoption of ICT, but, its implementation which will inevitably be unsuccessful if the organization's culture is not properly aligned with, and supportive of an overall business strategy (Schneider, 2000). ICT implementation should become a business objective of the construction industry and should give equal prominence to technology, people and processes involved in construction projects. Only in such a scenario will it be adopted by the industry as a whole. The strategic and cultural factors are qualitative and have been studied separately through qualitative analysis.

ICT adoption by project managers and team members is defined by the factors affecting their perceptions as well as the factors affecting decision making at the organization level. Similarly, ICT adoption by an individual organization is also defined by the factors affecting ICT adoption at the industry level, since it represents its national construction industry. Thus, causal relationships between all the identified factors need to be studied. While researchers analyzing the benefits from ICT use and investment have tended to concentrate their assessment at the firm/organization level, studies at the industry level have been scarce (Ruddock, 2006)

2.6 Capability of PISCES Technical team and Effectiveness of Border Control Systems

The United Nations estimates that around 175 million persons currently reside outside the country of birth. This represents about three per cent (3%) of the world's population (IOM, 2005). This exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. The growth in international crime and illegal immigration has led to increasing concern over security of travel documents and calls for recommendations on what may be done to help improve their resistance to attack or misuse (ICAO, 2006). The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document, alteration of text in the visual or machine readable zone. This has led to the adoption of PISCES at the borders of entry to assist immigration officers in overcoming the main threats of persons travelling on counterfeit documents. PISCES program is installed together with the passport readers, camera and finger print machine. Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might be intending to come to the United States to violate our laws and endanger our safety (Jeanne A. B., 2001). Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity.

2.7 Government laws and Technical team and Effectiveness of Border Control Systems

The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Again, the evidence is sparse but it suggests that tougher enforcement is increasing the price for anyone wanting to enter the United States illegally. At the southern border, most of those

attempting to enter illegally use smugglers and the costs of entry have grown significantly (Roberts et al. 2010). But the rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement.

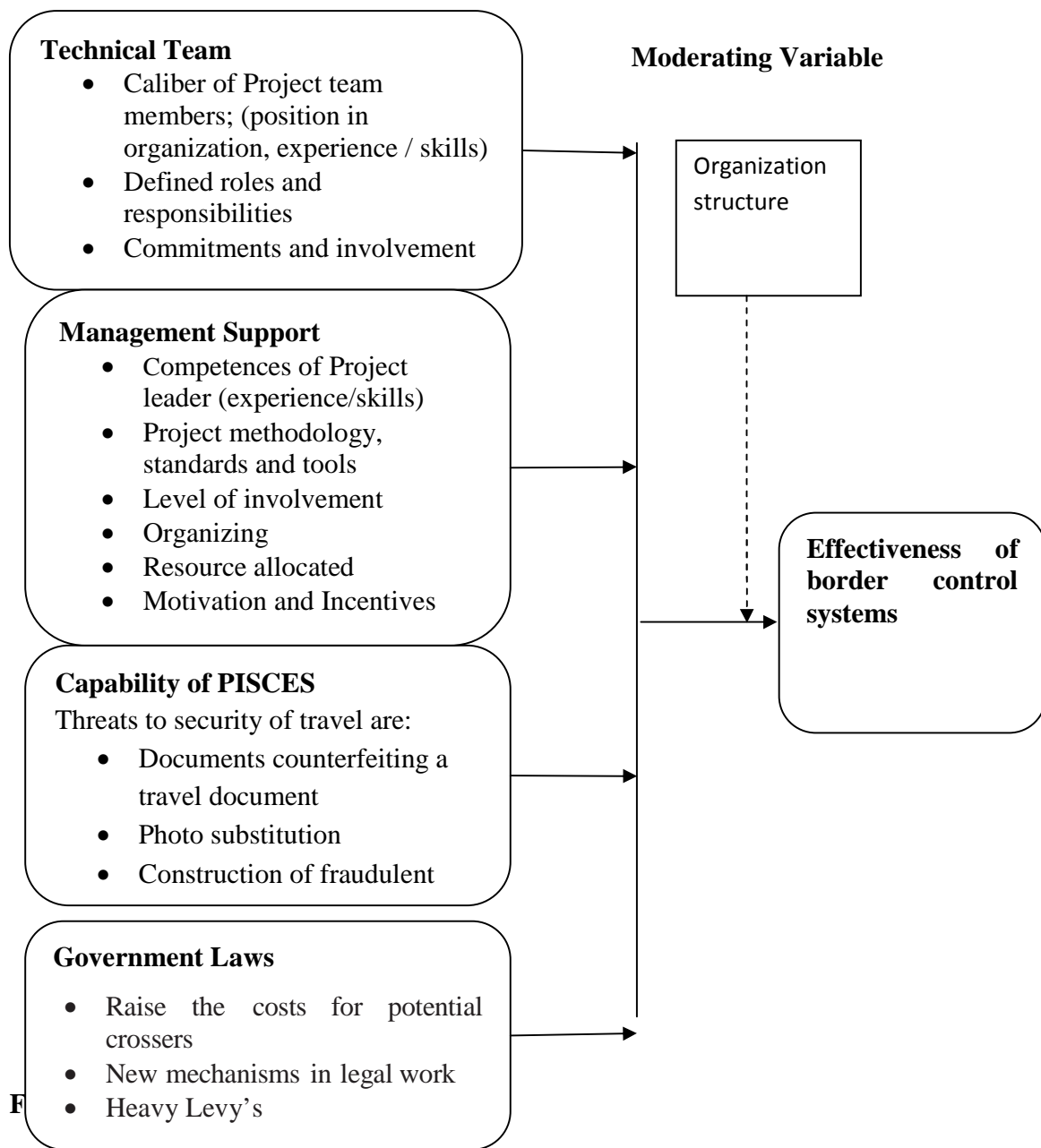
The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, especially from Mexico, is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform. The original legislation proposed by Senators John McCain and Edward Kennedy in 2005 would have authorized as many as 400,000 guest workers annually, roughly the number that came at the height of the Bracero Program in the late 1950s. Coupled with improved enforcement at the border and the workplace, there are strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. A further advantage is that the U.S. government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards of \$3,000 to a smuggler for the opportunity to enter the United States illegally would surely be willing to pay as much or more for the right to live and work here legally.

2.6 Conceptual Frame Work

The Independent variables in this research are the technical team, Management Support, Capability of PISCES and Government Laws and dependent variable is Effectiveness of border control systems

Independent Variables

Dependent Variable



2.7 Discussion of conceptual framework

The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document, alteration of text in the visual or machine readable zone. Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might be intending to come to the United States to violate our laws and endanger our safety. Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity

The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. At the southern border, most of those attempting to enter illegally use smugglers and the costs of entry have grown significantly. But the rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement. The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, especially from Mexico, is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform.

Project Teamwork and composition is important too throughout the project life cycle. The project team should consist of best people in the organization (Buckhout et al., 1999; Bingi et al., 1999; Rosario, 2000; Wee, 2000). Building a cross-functional team is also critical. Teams should have a mix of consultants and internal staff, so that internal staff can develop necessary technical skills (Sumner, 1999). Both business and technical knowledge are essential for business (Bingi et al., 1999; Sumner, 1999).

There is no doubt that executives play a crucial role in the process of implementing ICT investments (Kohli and Devaraj, 2004). At the same time, ICT executives' perceptions were also shown to be an excellent proxy measure for successful ICT implementation and were also found to be highly correlated with objective measures (Tallon et al., 2001). Executives' perceptions of ICT's payoffs have also been correlated with more traditional economic performance measures such as revenues, net profits and productivity (Tallon *et al.*, 1998). ICT implementation should

become a business objective of the construction industry and should give equal prominence to technology, people and processes involved in construction projects

2.8 Summary of the literature Review

ICT diffusion success could be perceived in terms of factors that influence technology adoption and the way in which successful adoption of technology by potential users could be sustained Peansupap and Walker (2005). They classify the factors affecting ICT diffusion in an organization as static and dynamic, where static factors, e.g. technological characteristics and communication channels, fundamentally affect initial ICT diffusion and dynamic factors, e.g. motivation, training and technical support, sustain ICT diffusion changes. People, who are a part of different project team organizations, manage projects and the project team organizations are a part of the construction industry. Thus, factors are required to be studied at the three levels of industry, organization and people and the following section summarizes the literature study for factors at these three levels.

In a survey conducted to assess the status of ICT adoption in the Australian construction industry, it was found that the annual turnover of an organization has an effect on the uptake of ICT and ICT training performance for an organization (Kajewski, Weippert, Remmers, and McFallan, 2004). Ruddock (2006) also reports that smaller firms tend to be less ICT intensive than large firms. Partly because large firms have more scope for improving communication flows within the organization and partly because large firms also invest more in ICT than small firms as ICT investment is risky and uncertain, which may be more difficult for small firms to bear. This factor highlights the relevance of the research study discussed in this paper as it studies ICT adoption by SMEs.

Liberatore et al. (2001) have identified the improved capabilities of project management (PM) software as enablers of effective ICT adoption and an area for future research. Thus, information technology (IT) tools or PM software adopted for PM processes have an effect on ICT adoption for BPM.

Using the internet as the communication platform facilitates the speedy transmission of information and also reduces the cost of communication with overseas construction sites as

compared with traditional information handling methods (Tam, 1999). Thus, increased geographical separation between project team members is an important factor driving ICT adoption for BPM.

However, it has been found difficult to evaluate these benefits (Ruddock, 2006) and many of the traditionally used appraisal approaches have been found inadequate. As a result, the investment in ICT is too often assumed to be negative since the benefits are not properly evaluated, included and weighted against the costs and risks the investment is expected to generate. It does not only have an influence on individual projects but also, in the long run, on the motivation to innovate and introduce new ICT tools in the construction industry (Dehlin and Olofsson, 2008). This aspect is a barrier for effective adoption of ICT. Some of the other identified barriers are suggested to be deficient understanding and lack of knowledge about the possibilities of ICT, unsuccessful implementation into project organizations and limitations of software functionality (Dehlin and Olofsson, 2008). Thus, in the absence of an accepted evaluation method, the benefits and barriers of effective ICT adoption are primarily perception-based and these perceived benefits and barriers determine the extent of ICT adoption by the construction industry.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology which was used in the study. It covers the research design, target population, sample design, data collection, validity and reliability of data collection instruments, data analysis techniques, and ethical considerations

3.2 Research Design

A descriptive study design was used. A case study was used to obtain an in-depth investigation of an individual, institution or phenomenon (Mugenda and Mugenda, 2003). The primary purpose of case study was to determine factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport. A descriptive study design was deemed the best design to fulfill the objectives of the study. Case study research design has the advantage of generating new understandings, explanations and is cheaper than survey and takes less time; it is for this that the study adopted a case study research design. A research design is the general plan of how one goes about answering the research question (Saunders, Lewis and Thornhill, 2000). A descriptive survey research design will be used to obtain data. This design is considered appropriate for the type of objective of this study and the implied comparative analysis to determine the factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport. This research will be both explanatory and descriptive. It is explanatory in the sense that the problem is examined with an aim of establishing the casual relationships between variables. On the other hand, it qualifies as descriptive since it sought to portray the phenomenon through describing events, situations and processes.

3.3 Target Population

According to Mugenda and Mugenda, (2003), a population can be defined as an entire set of relevant units of analysis or data. The target population of this study was 176 borders control staff from the Jomo Kenyatta International Airport.

The target population was drawn from a group of individuals who are actively involved in the borders control; namely, Senior Assistant Director, Assistant Director, Administrator, Central Supervisor, Secondary Officer and Primary officer.

Table 3.1:Target Population

Category	Population size
Senior Assistant Director	1
Assistant Director	1
Administrator	1
Central Supervisor	3
Secondary Officer	50
Primary officer	120
Total	176

3.4 Sampling Procedure and sample size

Sampling technique provides a range of methods which enables reduction of data to be collected, by focusing on data from a sub-group rather than all cases of elements. The sampling design used was non-probabilistic since it allowed for a selection of individuals who have been involved in border control systems at Jomo Kenyatta International Airport and that were best suited to answer the research question. This technique was also suitable when working with smaller samples since it catered for cases that were particularly informative.

The researcher used stratified random sampling technique to select a sample size of 55 employees from the population 176 borders control staff from the Jomo Kenyatta International Airport.. Mugenda and Mugenda, (2003), states that a sample of 30% is considered representative for a population less 500. So if the population is less or equal to 30% it is appropriate to carry out census study. The sample size is justified by 30% since it will minimize

the duplicity and redundancy of to be data obtained and the size is large enough to ensure collection of comprehensive data.

Table 3.2: Sample Population

Category	Population size	Sample size (30% of Population)
Senior Assistant Director	1	1
Assistant Director	1	1
Administrator	1	1
Central Supervisor	3	1
Secondary Officer	50	15
Primary officer	120	36
Total	176	55

3.5 Data Collection Methods

The primary data was obtained from the respondents through a structured questionnaire comprising of closed and open-ended questions.

The questionnaire was divided into 3 parts where Part A covered general demographic data of the respondents, part B consisted of questions focusing on factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport, the questionnaire used in Likert 1-5 scale, with 1 being 'to no extent at all', 2 being 'to a small extent' 3 being 'to some extent', 4 being 'to a high extent' and 5 being 'to a very high extent'.

3.6 Validity of Instruments

Joppe (2000) provides the following explanation of what validity is in quantitative research where Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bull's eye" of your research object? Researchers generally determine validity by asking a series of questions, and will often look for the answers in the research of others.

Wainer and Braun (1998) describe the validity in quantitative research as “construct validity”. The construct is the initial concept, notion, question or hypothesis that determines which data is to be gathered and how it is to be gathered. They also assert that quantitative researchers actively cause or affect the interplay between construct and data in order to validate their investigation, usually by the application of a test or other process. In this sense, the involvement of the researchers in the research process would greatly reduce the validity of a test. Data quality will be incorporated in the entire study process especially at the data collection point to include completeness of questionnaires, legibility of records and validity of responses. At the data processing point, quality control included; data cleaning, validation and confidentiality. There are three types of validity which will be addressed and stated; *Face validity* with pre-testing of survey instruments was a good way used to increase the likelihood of face validity. *Content validity* the use of expert opinions, literature searches, and pre-test open-ended questions helped to establish content validity.

3.7 Reliability of Instruments

Joppe (2000) defines reliability as the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable

The most popular methods which will be used in estimating reliability is the use of measures of internal consistency. The questionnaire was pre-tested through a pilot test with individuals from the same organizations previously involved in border control systems but not part of the sample population in the study to avoid double inclusion of pre-test participants in the main study. Their feedback helped in making vital adjustments to enhance reliability and validity of the study findings. To ascertain the reliability of the data collection instrument was examined by professionals who include researchers, supervisor and border control systems experts and modifications will be done based on the responses obtained.

3.8 Data Analysis

Data was collected, examined and checked for completeness and clarity. Descriptive statistics were used to analyze the data. Data was analyzed using tables and percentages, means and standard deviations. Statistical Package on Social Sciences version 17 was used for statistical analysis.

3.9 Ethical Consideration

Ethics are norms governing human conducts which have a significant impact on human welfare. It involves making a judgment about right and wrong behavior. Bryman (2007) states that it is the responsibility of the researcher to carefully assess the possibility of harm to research participants, and the extent that it is possible; the possibility of harm should be minimized. The researcher recognized that the issue under study was sensitive because it involved the core business of the organization. Therefore, there will be need to protect the identity of the respondents as much as possible. This means that the questionnaires did not require the respondent's names or details that may reveal their identity.

The researcher will also obtain a letter from University of Nairobi allowing to undertake the study and an introductory letter explaining the purpose of the study and Confidentiality will be upheld for all respondents.

3.10 Operational Definition of Variables

The operational definition of variables on factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport. This are given variable are given in Table 3.3

Table 3.3 Operational definition of variables

Objectives	Type of Variable	Indicators	Measurement scale	Tools of Analysis	Type of Statistics
	Independent Variables				
To assess the extent to which technical team influences on effectiveness of border control systems in controlling illegal immigrants at study of Jomo Kenyatta International Airport	Technical Team	Caliber of Project team members; (position in organization, experience / skills) Defined roles and responsibilities Commitments and involvement level	Ordinal	Mean, Percentage, mode, Standard deviation	Descriptive
To determine the influence of management support on effectiveness of border control systems in controlling illegal	Project management	Competences of Project leader (experience/skills) Project methodology, standards and tools Level of involvement	Ratio	Mean, Percentage, Standard deviation	Descriptive

immigrants at study of Jomo Kenyatta International Airport		Organizing Resource allocated (Budget, personnel) Motivation and Incentives			
To establish the influence capability of PISCES in detecting imposters on effectiveness of border control systems in controlling illegal immigrants at study of Jomo Kenyatta International Airport	Planning	Business value (increased effectiveness, efficiency and cost savings) Completion of project within time and budget Budget overruns and Abandoned projects	Ratio	Mean, Percentage, , mode, Standard deviation	Descriptive

To establish the influence government laws in detecting imposters on effectiveness of border control systems in controlling illegal immigrants at study of Jomo Kenyatta International Airport	ICT infrastructure	Clear project goals and objectives Well defined requirements Return on Investment	Ratio	Mean, Percentage, mode	Descriptive
	Dependent variable				
	Successful Implementation of ICT Projects	Financial considerations Evaluation of ICT project Application usage Support from supervisors	Ratio	Mean, Percentage, mode	Descriptive

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents data analysis, presentation and interpretation. The main objective of the study was to establish factors influencing the effectiveness of border control systems in controlling illegal immigrants. The study targeted a sample of 55 respondents from at Jomo Kenyatta International Airport who comprised of Senior Assistant Director, Assistant Director, Administrator, Central Supervisor, Secondary Officer and Primary officer. Out of the 55 questionnaires distributed 40 questionnaires were returned filled thus making a response rate of 72.7%, which is an adequate response rate for statistical reporting. According to Mugenda and Mugenda (2003), a response rate of 50% and above is a good for statistical reporting. Statistical Software for Social Sciences (SPSS) was used to generate descriptive and inferential statistics. The study findings are presented in Tables and with explanations done in prose.

4.2 Demographic Characteristics

The study sought to establish the information on the respondents employed in the study with regards to the gender, age, academic background, duration of service, and department worked. These bio data points at the respondents' appropriateness in answering the questions and also looks at the employment demographics at Jomo Kenyatta International Airport.

Table 4.3: Gender

Gender	Frequency	Percentage
Male	28	70
Female	12	30
Total	40	100

The study findings in figure above show that a majority of the respondent (70%) were male while 30% were female. The study findings show that the information collected to establish the respondents from Jomo Kenyatta International Airport employment statistics were represented by both gender.

Table 4.4: Age

Age (Years)	Frequency	Percentage
21-30	4	10
31-40	20	52
41-50	11	25
50 and above	5	13
Total	40	100

The study findings in Table above show that a majority of the respondent (52%) were aged between 31 and 40 years followed by 25% of the respondents aged between 41 and 50 years. The proportion of respondents aged 50 and above years was 13% while 10% were aged 21-30 years. The study findings show that employment statistics in Jomo Kenyatta International Airport comprises of people of different ages from youth, middle aged to old persons. The findings also reveal that most of the respondents were of the ages between 31 and 40 years and therefore had rich experiences which rendered them conversant enough with factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Table 4.5: Academic Background

Academic background	Frequency	Percentage
Certificate	4	10
Diploma	8	20
Undergraduate Degree	18	45
Postgraduate	10	25
Total	40	100

The study findings in Table above show that majority 45% of the respondents held their undergraduate degree; this was followed by 25% who had attained education upto the post graduate level. 20% of the respondents were diploma holders while 10% were certificate holders. These findings indicate majority of the Jomo Kenyatta International Airport staffs have attained undergraduate degree and postgraduate and are therefore knowledgeable enough to provide

information on factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Table 4.6: No of years worked in the present capacity

Worked in the present capacity	Frequency	Percentage
Less than 3 years	8	20
3 to 5 years	16	40
5 to 7 years	10	25
Over 7 years	6	15
Total	40	100

The results show that majority 40% of the respondents had worked for 3 to 5 years. 25% had worked for 5 to 7 years in their present capacity, 20% had worked for Less than 3 years in their present capacity while 15% had worked in their present capacity Over 7 years. This shows that majority of the respondents had worked for a 3 to 5 years and therefore had a great understanding of their role therefore they were in a position to respond effectively on factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Table 4.7: No of years working in the industry

No of years working in the industry	Frequency	Percentage
1 – 2 years	5	12.5
3 – 5 years	11	27.5
6 – 10 years	9	22.5
10 – 15 years	8	20
Over15year	7	17.5
Total	40	100

The findings indicate that majority 27.5% of the respondents had worked in the industry for a period of 3-5 years. 22.5% had worked in the industry for a period of 6-10 years, 20% had

worked in the industry for a period 10-15 years, and 17.5% had worked in the industry for a period over 15 years while 12.5% had worked in the industry for a period of 1-2 years. This shows that majority of the respondents had rich experience and were therefore in a position to respond effectively factors influencing the effectiveness of border control systems in controlling illegal immigrants.

4.3 Factors influencing the effectiveness of border control systems in controlling illegal immigrants

4.3.1 Role played in the indicated ICT project

The respondents were asked to indicate their role in the ICT project implemented for border control systems in controlling illegal immigrants. The table below shows the response rate.

Table 4.8: Role played in the indicated ICT project

Role played in the indicated ICT project	Frequency	Percentage
Project sponsor	2	5
Management representative	3	8
Project team member	13	32
Project Leader / manager	5	12
Technical expert	10	25
User representative	7	18
Total	40	100

The results show that majority of the respondents played the role of Project team member (32%). This was followed by 25% of the respondents who played the role of technical expert, 18% were User representative, 12% were Project Leader / manager, 8% were Management representative while 5% were Project sponsors.

4.4 Technical Team

The respondents were asked to rate the following factors on technical team. The study investigated the extent to which team factors affected the effectiveness of border control systems in controlling illegal immigrants. The results are shown in the table below.

Table 9: Technical Team factors

Factors Under Consideration	Mean	Standard Deviation
Necessary trainings /workshops were conducted for the team to foster team work	3.3211	0.48332
The project team members were experienced, knowledgeable and skilled for necessary for delivery of the project	4.1579	0.44521
Project team showed commitment and achieved their targets and goal in time	3.0526	0.3681
Project team was all inclusive and representative of all key stakeholders	4.2421	0.43063
Average	3.6934	0.4318

The results indicate that majority of the respondents rated Project team was all inclusive and representative of all key stakeholders to a high extent where $m= 4.1579$ and the project team members were experienced, knowledgeable and skilled for necessary for delivery of the project $m= 4.1579$. The following statement were rated to some extent $m=$ Necessary trainings /workshops were conducted for the team to foster team work and Project team showed commitment and achieved their targets and goal in time $m= 3.0526$.

4.5 Project management and Leadership

The study sought to determine the general extent to which Project management and Leadership the effectiveness of border control systems in controlling illegal immigrants. The findings are presented in table below.

Table 4.10: Project management and Leadership

Factors Under Consideration	Mean	Standard Deviation
Project team received necessary support and tools required for the project necessary to achieve their targets and goals	3.7368	0.82785
Incentives and compensation were offered to the project team for motivation and encourage towards achieving their goals / results.	3.8316	0.76704
Top management support was visible throughout the project phases	4.0737	0.58786
Top management ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets	3.8842	0.65009
Effective monitoring and evaluation process to ensure delivery of project in time and within budget	4.0421	0.52422
The project leader had a track record of success with major it projects	4.1579	0.44521
Goals and targets set out were realistic and attainable	4.1895	0.4201
Effective project management methodology and tools were used	4.0315	0.53584
Average	3.9934	0.5947

From the findings presented in table above, the respondents agreed to a high extent on the factors raised above s follows; Goals and targets set out were realistic and attainable m= 4.1895, The project leader had a track record of success with major it projects m=4.1579, Effective project management methodology and tools were used m=4.0315, Effective monitoring and evaluation

process to ensure delivery of project in time and within budget m= 4.0421. Top management support was visible throughout the project phases m= 4.0737, Top management ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets m=3.8842, Incentives and compensation were offered to the project team for motivation and encourage towards achieving their goals / results m=3.8316, Project team received necessary support and tools required for the project necessary to achieve their targets and goals m=3.7368.

4.6 Capability of PISCES

The study sought to establish how the Capability of PISCES affects the project. The results are shown in the table below.

Table 4.11: Capability of PISCES

Factors Under Consideration	Mean	Standard Deviation
The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability.	4.0261	0.6254
The growth in international crime and illegal immigration has led to increasing concern over security of travel documents	4.5125	0.3261
The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document	4.3267	0.4215
Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen	4.2257	0.7518

safety

Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity

	3.6251	0.6541
Average	4.1432	0.5557

The results show that the respondents agreed to a very high extent that the growth in international crime and illegal immigration has led to increasing concern over security of travel documents $m= 4.5125$. the respondents agreed that the main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document $m= 4.3267$, Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen safety $m= 4.2257$ and The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability $m= 4.0261$. the respondents also agreed that Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity $m= 3.6251$.

4.7 Government laws

The study further investigated on how the Government laws affect the effectiveness of border control systems in controlling illegal immigrants. The results are shown in table below.

Table 4.12: Government laws

Factors Under Consideration	Mean	Standard Deviation
The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others	4.6652	0.8625

from ever attempting illegal entry

The lack of any new mechanisms to improve legal work opportunities for low-skilled workers is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform.

4.0321 0.6251

Improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers.

4.3021 0.5312

A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the country illegally would surely be willing to pay as much or more for the right to live and work here legally

4.0987 0.6754

Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement

4.2345 0.7543

Average

4.2665 0.6897

The results show that the respondents agreed to a very high extent that The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry m= 4.6652. the respondents agreed to a high extent that improved enforcement at the border and the workplace, strong reasons to

believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. m= 4.3021, Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement m=4.2345 and A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the United States illegally would surely be willing to pay as much or more for the right to live and work here legally m= 4.0987 and The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform m= 4.0321.

4.8 Test of hypothesis

- i. H₁: There is positive effect of technical team of border control systems in controlling illegal immigrants in Kenya
- ii. H₁: The management support has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- iii. H₁: The capability of PISCES has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- iv. H₁: The existing of government laws has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya

Table4.13. Hypothesis testing

Hypothesis	Coefficient P-Values	Conclusion
H ₁ : There is positive effect of technical team of border control systems in controlling illegal immigrants in Kenya	P=0.000<=0.05	Accept H₁. Reject H₀
H ₁ : The management support has a significant influences on effectiveness of border control systems in controlling illegal	P=0.001<=0.05	Accept H₁. Reject H₀

immigrants in Kenya		
H ₁ : The capability of PISCES has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya	P=0.000<=0.05	Accept H₁. Reject H₀
H ₁ : The existing of government laws has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya	P=0.001<=0.05	Accept H₁. Reject H₀

i. Source, Researcher (2013)

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study findings discussion, conclusions and recommendations. The findings are summarized in line with the objectives of the study which was to establish the factors influencing the effectiveness of border control systems in controlling illegal immigrants.

5.2 Summary of Findings

The study established the factors influencing the effectiveness of border control systems in controlling illegal immigrants by looking at the effect of availability of technical team , Project management and Leadership, Capability of PISCES and Government laws as per the objectives and hypothesis.

Table 5.13: Summary of Findings

Objectives	Main findings
To assess the extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya	The study established that there was a technical team in place working on the project for control systems. The Project team was all inclusive and representative of all key stakeholders. The team employed were experienced, knowledgeable and skilled for necessary for delivery of the project
To determine how management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya	The project got necessary support from the management and project leaders. The project leader had a track record of success with major it projects. Goals and targets set out were realistic and attainable. Effective project management methodology and tools were used. Top management support was visible throughout the project phases. Top management ensured availability of resources (financial and human), as well as

necessary facilities to ensure that the project team meet their targets

To determine how capability of PISCES influences the effectiveness of border control systems in controlling illegal immigrants in Kenya

The growth in international crime and illegal immigration has led to increasing concern over security of travel documents. The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, and construction of fraudulent document. Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen safety. The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability.

To determine how government laws influences the effectiveness of border control systems in controlling illegal immigrants in Kenya

The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement.

5.3 Discussion

Discussion of findings is presented as follows:

5.3.1 Technical Team

The study established that there was a technical team in place working on the project for control systems. Project Teamwork and composition was found to be very important throughout the

project life cycle. The project consisted of best people in the organization who have the right skills and knowledge. They also had business and technical knowledge which are essential in effecting a good control system which will be effective. It emphasizes on the importance of information and communications technologies (ICTs) as powerful tools for socio-economic development. Pervasive use of ICT in the economy depends on well-trained human resources for developing relevant applications, supporting and maintaining systems. Investment in human capital, research and development is becoming increasingly recognized as a critical factor in preparing citizens to participate in the digital age.

5.3.2 Project management and Leadership

Executives play a crucial role in the process of implementing ICT investments. , ICT executives' perceptions were also shown to be an excellent proxy measure for successful ICT implementation and were also found to be highly correlated with objective measures. The project leader had a track record of success with major it projects and goals and targets set out were realistic and attainable. Top management support was visible throughout the project phases they ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets and also made sure there was an effective monitoring and evaluation process to ensure delivery of project in time and within budget.

5.3.3 Capability of PISCES

The study revealed that the world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. The growth in international crime and illegal immigration has led to increasing concern over security of travel documents. The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, and construction of fraudulent document. This has led to the adoption of PISCES at the borders of entry to assist immigration officers in overcoming the main threats of persons travelling on counterfeit documents. PISCES program is installed together with the passport readers, camera and finger print machine. Current immigration law provides the government with extraordinary powers to deny admission to any person believe might be intending to come to and violate the laws and endanger our safety.

5.3.4 Government laws

The study results show that the purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the country illegally would surely be willing to pay as much or more for the right to live and work here legally. Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement.

5.4 Conclusion

Concerns about illegal immigration have overlapped with public safety and national security considerations, including efforts to prevent the inflow of illegal drugs and other contraband, terrorists, and weapons of mass destruction.¹¹ Enforcement to combat these diverse illicit flows inevitably converges at international borders, partly because transnational criminals and other mala fide actors seek to exploit the geographic and jurisdictional complexity that borders create.

Nonetheless, while policies to combat different illegal flows share some common features, each of these security tasks may demand a unique mix of policy tools, and lawmakers may set different standards for successful enforcement outcomes in each area. The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Again, the evidence is sparse but it suggests that tougher enforcement is increasing the price for anyone wanting to enter the country illegally. But the rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement. The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, especially from Kenya, is one of the most unfortunate consequences of the failure by the project to pass comprehensive immigration

reform. Coupled with improved enforcement at the border and the workplace, there are strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers.

One way to use apprehensions data to gauge the effectiveness of border enforcement would be to compare apprehensions to the total number of illegal border crossers (i.e., successful illegal entrants), and thus describe the proportion of border crossers that is apprehended.¹⁰⁹ Precise estimates of how many aliens successfully evade capture and enter the country illegally do not exist, however. Most numbers cited are based on changes in the estimated unauthorized alien.

Moreover, changes in the total unauthorized population do not correlate precisely with successful illegal entries for two reasons. First, not all unauthorized aliens enter the country illegally; previous research suggests that between one-third and one-half enter the country legally and overstay their visas. For this reason, changes in the total unauthorized population *over-estimate* the number of illegal border crossers. Second, annual data on the total unauthorized population do not account for unauthorized migrants who enter the country, stay temporarily, and then leave. Because some unauthorized migrants leave the country (including as a result of being deported), and some may leave and re-enter multiple times, changes in the total unauthorized population also *under-estimate* the number of people successfully entering the country each year.

5.5 Recommendations

This evidence indicates that current border enforcement policies that cause migrants to cross through remote areas and have increased reliance on smugglers, may underlie some of the correlation between apprehensions and violent crime. Future work should look more carefully into the factors that determine the correlation between immigration policy and conditions on the border.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

SIMIYU RAMAH EMMANUEL

P.O BOX 30191- 00100

NAIROBI

Dear Sir/Madam,

RE: REQUEST FOR YOUR PARTICIPATION IN M.A. RESEARCH PROJECT

I am a student at the University of Nairobi pursuing a Master of Arts degree in Project Planning and Management. As part of my coursework, I am required to carry out and submit a research project report on the **FACTORS INFLUENCING THE EFFECTIVENESS OF BORDER CONTROL SYSTEMS IN CONTROLLING ILLEGAL IMMIGRANTS. A CASE STUDY OF JKIA**

.

To achieve this objective, I kindly request for your assistance in completing the attached copy questionnaire. I assure you the information you provide is purely for academic purposes and will be treated with utmost confidentiality. Should the finding of this Research Project be of interested to you or your organization, a copy would be available at the University of Nairobi Library.

Yours faithfully,

SIMIYU RAMAH EMMANUEL

APPENDIX 2: QUESTIONNAIRE

Instructions

Please tick (✓) the box that matches your answer or fill the space provided

PART A: General Information

Date

1) What is your gender? (tick one)

Male ()

Female ()

2) Age(tick one)

20 -30 ()

21 -30 ()

31- 40 ()

40 and above ()

3) What is your academic background?

Certificate []

Diploma []

Undergraduate []

Postgraduate []

4) How long have you been working in your present capacity?

Less than 3 years ()

3 to 5 years ()

5 to 7 years () Over 7 years ()

5) Kindly indicate your position / title in the organization?

6) How long have you worked for the industry?

1 – 2 years () 6 – 10 years () Over15year ()

3 – 5 years () 10 – 15 years ()

PART B:

The questionnaire seeks to find out factors considered important in the implementation ICT projects.

1. What was your role in the indicated ICT project?

- a. Project sponsor []
- b. Management representative []
- c. Project team member
 - i. Project Leader / manager []
 - ii. Technical expert []
 - iii. User representative []
 - iv. Any other specify _____

PART C:

Using a Likert 1-5 scale, with 1 being ‘to no extent at all’, 2 being ‘to a small extent’ 3 being ‘to some extent’, 4 being ‘to a high extent’ and 5 being ‘to a very high extent’, to what extent were the following factors considered important in the implementation of ICT projects in your organization? Please tick (✓) all as appropriate

Technical Team

Factors Under Consideration	1	2	3	4	5
Necessary trainings /workshops were conducted for the team to foster team work					
The project team members were experienced, knowledgeable and skilled for necessary for delivery of the project					
Project team showed commitment and achieved their					

Factors Under Consideration	1	2	3	4	5
targets and goal in time					
Project team was all inclusive and representative of all key stakeholders					

Project management and Leadership

Factors Under Consideration	1	2	3	4	5
Project team received necessary support and tools required for the project necessary to achieve their targets and goals					
Incentives and compensation were offered to the project team for motivation and encourage towards achieving their goals / results.					
Top management support was visible throughout the project phases					
Top management ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets					
Effective monitoring and evaluation process to ensure delivery of project in time and within budget					
The project leader had a track record of success with major it projects					
Goals and targets set out were realistic and attainable					
Effective project management methodology and tools were used					

Capability of PISCES

Factors Under Consideration	1	2	3	4	5
The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability.					
The growth in international crime and illegal immigration has led to increasing concern over security of travel documents					
The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document					
Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen safety					
Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity					

Government laws

Factors Under Consideration	1	2	3	4	5
The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever					

Factors Under Consideration	1	2	3	4	5
Attempting illegal entry					
The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, , is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform.					
improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers.					
A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the United States illegally would surely be willing to pay as much or more for the right to live and work here legally					
Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement					

.....

.....

Thank you for your time and cooperation

**FACTORS INFLUENCING THE EFFECTIVENESS OF BORDER CONTROL
SYSTEMS IN CONTROLLING ILLEGAL IMMIGRANTS: A CASE STUDY OF JOMO
KENYATTA INTERNATIONAL AIRPORT, NAIROBI KENYA**

**BY
SIMIYU RAMAH EMMANUEL**

**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF ARTS
IN PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI.**

2013

DECLARATION

This Research project report is my original work and has not been presented for a degree award in this or any other University.

SIGNATURE:

DATE:

SIMIYU RAMAH EMMANUEL

L50/65315/2010

This Research project report has been examined and passed with my approval as University Supervisor.

SIGNATURE:

DATE:

Mr. Johnbosco Kisimbii

Lecturer,

Department of Extra Mural Studies

University of Nairobi

DEDICATION

This project report is dedicated to my family and all those who supported in the completion of this project writing. Thank you and God bless you abundantly.

ACKNOWLEDGMENTS

It has been an exciting and instructive study period in the University of Nairobi and I feel privileged to have had the opportunity to carry out this study as a demonstration of knowledge gained during the period studying for my master's of arts degree. With these acknowledgments, it would be impossible not to remember my supervisor Mr. Johnbosco Kisimbii for his guidance, lecturers who taught me during first year of study and my classmates for their support and those who in one way or another, directly or indirectly, played a role in the realization of this research project like Purity Karani, Richard Emoru, Jane Misiko, Vincent Obuya, Masese Richard and Fredrick Wesonga. Let me, therefore, thank them all equally.

Firstly, I am indebted to the all-powerful God for all the blessings he showered on me and for being with me throughout the study. Finally, I take this opportunity to express my deep gratitude to the lasting memory of my loving family, and friends who are a constant source of motivation and for their never ending support and encouragement during writing of the project.

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LIST OF ABBREVIATIONS AND ACRONYMS

BCMS	Border Control Management System
CRS	Congressional Research Service
CUTE	Common Use Terminal Equipment
GAO	General Accounting Office
ILO	International Labour Organization
ICTs	Information and Communications Technologies
IT:	Information Technology
JKIA:	Jomo Kenyatta International Airport

ABSTRACT

The aim of this study was to investigate factors influencing the effectiveness of border control systems in controlling illegal immigrants. Effective border management at the points of entry enhances security of the country. At the points of entry is where persons travelling on forged documents, lost passports, drug traffickers, terrorists, human traffickers are identified. There are three main outcomes of border security that contribute to preventing illegal migration, and they reflect fundamental border-security capabilities of interdiction, deterrence, and networked intelligence. In many ways, the outcomes mirror the drug-control outcomes, but some important differences arise that require careful consideration. The objectives of the study are to assess the extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya, To determine how management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya, To determine how capability of PISCES influences the effectiveness of border control systems in controlling illegal immigrants in Kenya and To determine how government laws influences the effectiveness of border control systems in controlling illegal immigrants in Kenya. A descriptive study design is the best design to be used to fulfill the objectives of the study. The research used simple random sampling methods by selecting a given number of subjects from a defined population as representative of that population. The researcher used stratified random sampling technique to select a sample size of 55 employees from the population 176 borders control staff from the Jomo Kenyatta International Airport. Data was collected, examined and checked for completeness and clarity. Descriptive statistics was used to analyze the data. Data was analyzed using tables, percentages, means and standard deviations. Statistical Package on Social Sciences version 17 was used in statistical analysis. The study provides data to assist researchers, development practitioners, academicians, policy makers, planners and programme implementers as well a larger society in reducing violent behavior. The study established that there was a technical team in place working on the project for control systems. Project Teamwork and composition was found to be very important throughout the project life cycle. It was also revealed that the world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. Another finding is that the world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. The study results show that the purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Hundreds of millions of travellers cross international borders every year. For government border management agencies, it is important to know the identities of each and every one in order to protect national security and identify travellers of interest (Sita, 2010). Effective border control systems produces positive self-esteem in workers and enhanced national security. However, on the other hand lack of border control systems results in low productivity due to lack of monitoring and evaluation procedures and lack of confidence in making decisions. Decisions at the points of entry should be made faster, accurate in order to reduce the impacts of illegal immigration to Kenyan citizens. The ability to manage the border effectively has great impact on the number of visitors arriving and leaving at the points of entry (Kasimis and Kassimi, 2004).

There has long been a debate over the relationship between legal work programs and illegal immigration. From 1942 to 1964, the United States permitted several hundred thousand young Mexican men to come seasonally for work, most in the agricultural industry, under what was known as the Bracero Program. At its peak more than 400,000 agricultural workers came each year. In the absence of enforcement, the program did little to discourage illegal immigration; many farmers had the choice of hiring braceros or unauthorized workers, and one consequence was poor wage and working conditions for both. Those concerns led to the Bracero scheme being abolished in 1964 (Martin, 2003). Whatever the problems with the Bracero Program, however, the number of illegal entries from Mexico began to rise immediately after it was ended and continued to increase steadily throughout the following decades.

Declining emigration and increasing return migration of Greeks created a positive migration balance in Greece in the 1970s. Immigration then grew at the beginning of the 1980s when a small number of Africans, Asians, and Poles arrived and found work in construction, agriculture, and domestic services (Glytsos and Katseli, 2005). Nevertheless, immigration at that time was still limited in size. In 1986, there were a total of about 90,000 immigrants in the country, one-third of whom were from Europe (Kasimis and Kassimi, 2004). In 1991, the number of

registered "foreigners" (as they are officially referred to in Greece) had grown to 167,000 out of a total population of 10,259,900. The Greek government was unprepared to receive such a large number of immigrants over such a relatively short period of time, and it has struggled with how best to deal with the integration of this population. Though the government has adopted, over the years, limited regularization procedures that would legalize certain unauthorized immigrants largely in response to pressure from constituents and human-rights organizations nearly half of the total estimated immigrant population remains unauthorized today. Regarding other forms of immigrant integration, the government has still not crafted a satisfactory institutional framework nor adopted a specific integration policy.

According to Lyberaki (2008), border control systems offers a suite of complete end-to-end solutions that enhances border security while also allowing seamless and efficient passenger and goods processing at border control checkpoints. These solutions addresses the document processing needs for both arriving and departing travelers as well as goods processing for verification and taxation at all border processing points whether at land, air or sea. Key benefits realized are the comprehensive prevention of identity theft and misuse, the elimination of document fraud and impersonation, as well as the accurate tracking of the history of movement of goods and people into and out of a country's border crossings. The use of border control systems plays a great role in controlling illegal immigration into the country (Kasimis and Kassimi, 2004).

Effective border management at the points of entry enhances security of the country. At the points of entry is where persons travelling on forged documents, lost passports, drug traffickers, terrorists, human traffickers are identified (Lyberaki, 2008). Prior to the use of PISCES, processing of passengers was done manually, decision making was slow and the system was not effective.

Jomo Kenyatta International Airport, formerly called Embakasi Airport and Nairobi International Airport, is Kenya's largest aviation facility, and the busiest airport in East Africa. It is the sixth-busiest airport in Africa. The airport is named after the first Kenyan prime minister and president, Jomo Kenyatta. Kenyatta airport is located in Embakasi, a suburb to the south-east of

Nairobi. The airport is situated 15 kilometres (9 mi) from Nairobi's Central Business District, and at the edge of the city's built up area. The Mombasa Highway runs adjacent to the airport, and is the main route of access between Nairobi and the airport; a rail link is planned. The airport is the main hub of Kenya Airways, JetLink Express and Fly540. Jomo Kenyatta airport is served by a single Runway 06/24. Runway 06 is ILS-equipped, and is used for take-offs and landings. The airport is served by one terminal building constructed in the 1970s. The former "Embakasi" terminal, now used for cargo and for a Kenya Air Force training facility, was constructed before the 1960s. Jomo Kenyatta International Airport's terminal has 3 units that cater for both arrivals and departures. Units 1 and 2 are mainly used for international flights whereas unit 3 is mainly used for domestic flights.

Department of Immigration Service is a service delivery organization that mainly deals with the issuance of passports and other travel documents to Kenyan citizens, control and regulation of entry and exit of persons, investigation and prosecution of all immigration related offences, issuance of permits to foreigners, issuance of visas to persons intending to visit the country among others. All these activities require a prior check before one is issued with the document he/she is applying for. Departing passengers check-in through units 1 and 2 depending on their destinations. Both units have airline check-in counters that operate on a Common Use Terminal Equipment (CUTE) system and immigration desks at the ground floor where passengers are cleared before they proceed to the departure lounge in the first floor via escalators or lifts. There are eight departure gates used to board aircraft via boarding bridges. Arriving international passengers enter via the same gates into a concourse which leads to immigration counters at the first floor before coming to the baggage hall situated in the ground floor. The baggage hall is well served with baggage conveyor belts.

1.2 Statement of the problem

An effective border management is important in every country and can have a significant effect in supporting economic development through efficient processing systems. Immigration reform should be a matter of national priority. They should aim at enhancing the measures of reducing illegal entry into Kenya as well as reduce the current population of unlawfully present persons. Illegal immigrants hurts poor Kenyans when terrorists strikes, commits crimes, takes over jobs

that Kenyans can do and strains the security facilities such as health, education and increase in population. The role of border security can be understood better by thinking about overlapping aspects of the phenomenon. The demand for drugs is affected by education, treatment and incarceration of addicts, punishment for usage, and the price charged for drugs, among other things. Supply is affected by the profitability of drug trading and such disincentives as risk. Some kinds of risk merely result in tactical changes, which may drive up the price charged but do not really affect incentives. Other kinds of risk, such as direct threats to drug leaders of incarceration, having their financial assets frozen, and having their travel and residency locations severely limited, are disincentives that may deter activities perhaps causing a scale-down of attempted traffic or a shift to other forms of crime. Border control can affect operational risk, forcing tactical changes that at least add cost and reduce demand, and that may be so troublesome as to have a deterrent effect. However, despite the strategy adopted by immigration department in using PISCES to determine admissibility of foreigners into the country, there are many illegal immigrants that are in the country. Kenya is still facing a steady increase in the number of illegal immigrants residing in the country. Border control is vital to the security of the nation and its citizens. The threat of international terrorism, worldwide illegal immigration and refugee problems, drug and arms smuggling are issues of that concerns states. Therefore, all states in the world look at measures to increase security at their borders. They apply different organizations and methods to protect their borders. But the main resources are technology and personnel. Therefore, increasing border security is only possible by increasing resources or improving methods. On the other hand, increasing resources causes significant financial costs. The overall research problem addressed in this study is that despite the installation of PISCES at the entry points in Kenya, little has been done to analyze the factors influencing the effectiveness of border control systems in controlling illegal immigrants.

1.3 Purpose of the study

The purpose of this study was to find out the factors influencing the effectiveness of border control systems in controlling illegal immigrants

1.4 Research Objectives

The objectives of the study were:

- i. To assess the extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya
- ii. To determine how management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya
- iii. To determine how capability of PISCES influences the effectiveness of border control systems in controlling illegal immigrants in Kenya
- iv. To determine how government laws influences the effectiveness of border control systems in controlling illegal immigrants in Kenya

1.5 Research Questions

The research questions addressed by the study were:

- i. What is extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya?
- ii. How does management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya?
- iii. How capability of PISCES does influence the effectiveness of border control systems in controlling illegal immigrants in Kenya?
- iv. How government laws do influences the effectiveness of border control systems in controlling illegal immigrants in Kenya?

1.6 Research Hypothesis

The research hypotheses tested by the study were:

- i. The availability of technical team has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- ii. The management support has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- iii. The capability of PISCES has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya

- iv. Government laws has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya

1.7 Significance of the study

The study was foremost to assist border management in Kenya in monitoring movement of persons, capture data, enable detection of undesirable persons into the country and increase installation of the system in places where it was not being used.

Most importantly, it helped the policy makers within public and private sector to identify crucial areas in their organizations and make appropriate decisions to ensure factors influencing the effectiveness of border control systems in controlling illegal immigrants. Also, through this study leaders and managers in state corporations may learn and make responsible strategic plans and policy decisions.

The findings from the study may particularly be useful in providing additional knowledge to existing and future organizations on factors influencing the effectiveness of border control systems in controlling illegal immigrants. This study may also be beneficial to all state corporations both large and small since they would enhance the realization of border control systems in controlling illegal immigrants. The findings may also provide a useful reference document to stake holders on border control systems in controlling illegal immigrants and academic institutions in their endeavors to formulate work plan to meet the performance. Scholars, students and other researchers may also find the study helpful to identify further areas of research built on the findings of this research. The study may be a source of reference material for future researchers on other related topics; it may also help other academicians who undertake the same topic in their studies.

1.8 Scope of the study

The study was confined to Jomo Kenyatta International Airport and was to involve workers in border control systems and was to offer an opportunity for a rich source of data. The researcher was to have significant knowledge of the organizations and was known to some of the staff making it easier to collect the necessary information.

1.9 Limitation of the study

The researcher encountered un-cooperative respondents who do not understand the significance of the research and the researcher explained to them the importance of this study and the way it may assist their working lives in the organization. Due to the organizations rigid policies, the respondents might not be free in answering the questions posed to them for fear of victimization by the authorities. This was overcome by assuring the staff that the study was used anywhere else or by somebody else except for academic purposes. The study was also carried out for a short time.

1.10 Basic assumptions of the study

The study makes the following assumptions in this study; the respondents was be honest and truthful when answering the questions that some governments that may sponsor terrorism can issue genuine documents to illegal immigrants under different identity and makes it impossible for the system to detect them. Government agencies are responsible for providing information to be entered into the system early enough to enable the system to intercept those that are on the alert list, where it is late the system was not detected. The system alone is not complete; the integrity of the users must be above board.

1.11 Definition of significant terms

The definitions of significant terms used in the study are given below.

Border: refers to national borders of Kenya and includes the ports of entry, coastlines and the outer margin of territorial waters

Entry: means admission into Kenya at a designated port of entry on the basis of authority to do so validly granted under the Kenya Citizenship and Immigration Act, 2011

Management Support Refers to the active participation and commitment of organizational top leadership in the management, review and evaluation of ICT projects. This includes; provision of required resources, timely decision making, establishment of a project steering committees and a formal process of project evaluation.

Port: designated place where a person has to report before he or she may move, sojourn, enter, exit or remain within the country

Project Management: This refers to a group or individuals tasked with the overall responsibility for the management and delivery of a project within budget, time and scope.

Project Team and Composition Refers to teams whose members usually belong to different groups, functions and are assigned to activities for the same project and reflects - a range of professional expertise. Usually project teams are only used for a defined period of time

1.12 Organization of the Study

Chapter one of the study contains introduction, giving a background of the study while putting the topic of study in perspective. It gives the statement of the problem and the purpose of study. This chapter outlines the objectives, limitations, delimitations and the assumptions of the study.

Chapter two gives scholars' work on Information Communication Technology projects, Information Technology (IT) project management process, Integration of innovation diffusion theory with change management, Success factors for ICT projects and empirical review. It also outlines conceptual framework variables.

Chapter three consists of research methodology which was be used in the study. It covers the research design, target population, sample design, data collection, validity and reliability of data collection instruments, data analysis techniques, and ethical considerations.

Chapter four presents data analysis, presentation and interpretation. The main objective of the study was to establish factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Chapter five presents a summary of the study findings discussion, conclusions and recommendations. The findings are summarized in line with the objectives of the study which was to establish the factors influencing the effectiveness of border control systems in controlling illegal immigrants.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers other scholars work on Information Communication Technology projects , Information Technology (IT) project management process, Integration of innovation diffusion theory with change management, Success factors for ICT projects and empirical review. It also discusses conceptual framework variables

2.2 Border Control Systems

There are mainly three kinds of organization that countries apply to protect their land borders. One of them is giving this task to the Army. This method is used in our country and in our neighbor countries. The second method is performing this task by state organizations rather than Army. These organizations are under the control of civil administration. An example of this method is U.S. Border Patrol organization that is under the control of Immigration and Naturalization Service of Department of Justice. Sometimes these organizations are supported by Army. The third method is execution of this task by Police Forces. At wartime, these forces are under the operational control of the Army. But at the peacetime, they are under the control of the Ministry of Home Affairs. This method is applied in India and this organization is called as Border Security Force. (Dehlin S. and Olofsson T., 2008)

As seen, when the border security is the subject under concern, the main ministries, departments and armed forces of the states have responsibilities for security of country borders. Therefore, besides much news those are related with border security of countries from all around the world such as declarations of researches for more secure borders or precautions and results of precautions in both technological and organizational issues, we meet some official reports related with border security.

There are several reports of GAO (General Accounting Office is the investigative arm of Congress in U.S.) and CRS (Congressional Research Service) related with border control and security. In their CRS report (June 18, 2001), William J. Krouse (Analyst in Social Legislation;

Domestic Social Policy Division) and Raphael F. Perl (Specialist in International Affairs; Foreign Affairs, Defense, and Trade Division) explain the importance of border security and propose some options to prevent illegal entry into the United States.

In GAO reports, after making studies about border security, precautions are proposed and results of precautions are evaluated. As precautions for strengthening the border, (1) concentrating personnel and technology resources, starting first with the sectors with the highest level of illegal infiltration activity and moving to the areas with the least activity, (2) making maximum use of physical barriers to deter entry along the border, (3) increasing the proportion of time Border Patrol agents spent on border control activities and (4) identifying the appropriate quantity and mix of technology and personnel needed to control the border, are proposed in some parts of GAO reports.

2.3 Effectiveness of Border Control Systems

There are three main outcomes of border security that contribute to preventing illegal migration, and they reflect fundamental border-security capabilities of interdiction, deterrence, and networked intelligence. In many ways, the outcomes mirror the drug-control outcomes, but some important differences arise that require careful consideration. The first outcome is to intercept migrants transiting illegally across the border. Migrants intercepted while transiting illegally return to their source country voluntarily, return to their source country involuntarily after court proceedings or coordination with their source country, or disappear into the resident population while they wait without detention for a court appearance or removal. Migrants who return to their source country, under whatever circumstances, might or might not attempt illegal migration again. These different ways an interdiction might resolve distinguish illegal migration from drug smuggling. Intelligence on drug usage, such as testing of arrested suspects or local market survey of the purity and availability of drugs, can be used to estimate the effectiveness of border controls (Burton, S. and Steane, P., 2004).

Efficient border controls protect the safety of passengers and air traffic and make an important contribution to the fight against international terrorism and illegal immigrants. G&D's Border Control Management System (BCMS), which embraces all relevant border control processes, has been developed to meet these challenging requirements. It has been specifically designed to

process ICAO-compatible travel documents. These include machine-readable travel documents, e-passports and e-ID cards with chips or visas.

G&D systems automatically scan biometric data such as fingerprints and ISO facial images and compare them with the data stored on the document chip. In addition, the systems provide a comprehensive database of information about arrivals and departures or transit data. The BCMS also automatically checks the passenger's personal data and the travel document's expiration date. What is more, the solutions can be connected to external databases, both national and international, such as Interpol and Europol wanted lists (Delone, and McLean, 1992)..

2.4 Technical team and Effectiveness of Border Control Systems

Project Teamwork and composition is important too throughout the project life cycle. The project team should consist of best people in the organization (Buckhout et al., 1999; Bingi et al., 1999; Rosario, 2000; Wee, 2000). Building a cross-functional team is also critical. Teams should have a mix of consultants and internal staff, so that internal staff can develop necessary technical skills (Sumner, 1999). Both business and technical knowledge are essential for business (Bingi et al., 1999; Sumner, 1999).

The importance of information and communications technologies (ICTs) as powerful tools for socio-economic development is now widely acknowledged not only among large corporations but small business enterprises as well. However, for ICT to be effectively deployed as engines of economic development existing IT skills gap both in developed and developing countries must be addressed. The Digital Opportunity Task Force (DOT FORCE, 2002) emphasizes human resources development through systematic training and education as critical if countries have to reap digital dividends. Additionally, pervasive use of ICT in the economy depends on well-trained human resources for developing relevant applications, supporting and maintaining systems. Moreover, investment in human capital, research and development is becoming increasingly recognized as a critical factor in preparing citizens to participate in the digital age. The International Labour Organization (ILO, 2001) states that countries with the right mix of skills stand a better chance of becoming important locations in global markets. However, for maximum gains to emerge, the development of essential ICT skills is necessary because without

such skills, the technologies can neither be maintained nor adapted to local use. The promotion of education and literacy in general and digital literacy in particular, remains a major challenge facing most countries especially those in the developing world. ILO (2001) observes that adoption of ICT in business environments creates two types of skill needs. The first is related to the variety of foundation skills such as the ability to communicate, analyze and solve problems. The other skills relate to technical component which extends beyond the ICT sector to the economy as a whole.

The project should be the top and only priority and the workload should be manageable. As far as possible, teams should be collocated together at an assigned location to facilitate working together (Wee, 2000). The team should be given compensation and incentives for successfully completing the project on time and within the assigned budget (Wee, 2000). The team should be familiar with the business requirements and products so that they know what needs to be done to support business processes (Rosario, 2000).

The sharing of information within the company, particularly between project partners and between partnering companies is vital and requires partnership trust (Stefanou, 1999). Partnership should be managed with regular scheduled meetings. Incentives and risk sharing agreements will aid in working together to achieve similar goals (Wee, 2000).

2.5 Management Support and Technical team and Effectiveness of Border Control Systems

There is no doubt that executives play a crucial role in the process of implementing ICT investments (Kohli and Devaraj, 2004). At the same time, ICT executives' perceptions were also shown to be an excellent proxy measure for successful ICT implementation and were also found to be highly correlated with objective measures (Tallon *et al.*, 2001). Of course, a certain danger exists that ICT managers will exaggerate the role of ICT or that they will not grasp the full complexity of ICT's effects. In a study by Venkatraman and Ramanujam (1987), senior executives were asked to rate their firm's performance relative to that of their biggest competitors using a number of different performance criteria, including sales growth, net income growth and ROI. The resulting high degree of correlation between the perceptual and objective performance measures led the authors to conclude that “perceptual data from senior managers can be employed as acceptable operationalization of business economic performance” (Venkatraman

and Ramanujam, 1987). Executives' perceptions of ICT's payoffs have also been correlated with more traditional economic performance measures such as revenues, net profits and productivity (Tallon *et al.*, 1998). Of course, besides quantitative and financial effects ICT investments are also particularly important for the quality of services, customer satisfaction and market positioning, which are all relatively difficult to evaluate quantitatively.

Although perceptual measures have been widely accepted in organisational research (Lawrence and Lorsch, 1986), they have only recently begun to appear in the ICT literature. For example, DeLone and McLean (1992) argued that executives are ideally positioned to act as key informants in a qualitative assessment of ICT's impacts on their corporations. There is a twofold basis for this argument. First, as direct consumers of ICT executives can rely on personal experience when forming an overall perception of the impacts of ICT (Davis and Olson, 1985; Rockart and Flannery, 1983). Second, as business executives become more involved in ICT investment decisions they are also increasingly exposed to the views of their peers and subordinates (Natek and Lesjak, 2005). Several studies also demonstrate that executives' perceptions are the key to understanding how ICT impacts on a firm's performance (Boynton *et al.*, 1994). Within this context, Grover *et al.* (1998) used perceptual data from executives to shed light on the link between ICT diffusion, process change and productivity gains for a series of technologies. On the other hand Neely *et al.* in Pantazi and Georgopoulos (2006) suggest that companies should use the "performance prism" model in order to evaluate the value and impact of ICT, taking into account the views of stakeholders, employees and customers. Finally, Broadbent and Weill (1993) established a clear relationship between managerial perceptions of the role of ICT infrastructure, the perceived value of that infrastructure, and the ICT investment biases.

Managers require a road map for strategic adoption of ICT, but, its implementation which will inevitably be unsuccessful if the organization's culture is not properly aligned with, and supportive of an overall business strategy (Schneider, 2000). ICT implementation should become a business objective of the construction industry and should give equal prominence to technology, people and processes involved in construction projects. Only in such a scenario will it be adopted by the industry as a whole. The strategic and cultural factors are qualitative and have been studied separately through qualitative analysis.

ICT adoption by project managers and team members is defined by the factors affecting their perceptions as well as the factors affecting decision making at the organization level. Similarly, ICT adoption by an individual organization is also defined by the factors affecting ICT adoption at the industry level, since it represents its national construction industry. Thus, causal relationships between all the identified factors need to be studied. While researchers analyzing the benefits from ICT use and investment have tended to concentrate their assessment at the firm/organization level, studies at the industry level have been scarce (Ruddock, 2006)

2.6 Capability of PISCES Technical team and Effectiveness of Border Control Systems

The United Nations estimates that around 175 million persons currently reside outside the country of birth. This represents about three per cent (3%) of the world's population (IOM, 2005). This exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. The growth in international crime and illegal immigration has led to increasing concern over security of travel documents and calls for recommendations on what may be done to help improve their resistance to attack or misuse (ICAO, 2006). The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document, alteration of text in the visual or machine readable zone. This has led to the adoption of PISCES at the borders of entry to assist immigration officers in overcoming the main threats of persons travelling on counterfeit documents. PISCES program is installed together with the passport readers, camera and finger print machine. Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might be intending to come to the United States to violate our laws and endanger our safety (Jeanne A. B., 2001). Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity.

2.7 Government laws and Technical team and Effectiveness of Border Control Systems

The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Again, the evidence is sparse but it suggests that tougher enforcement is increasing the price for anyone wanting to enter the United States illegally. At the southern border, most of those

attempting to enter illegally use smugglers and the costs of entry have grown significantly (Roberts et al. 2010). But the rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement.

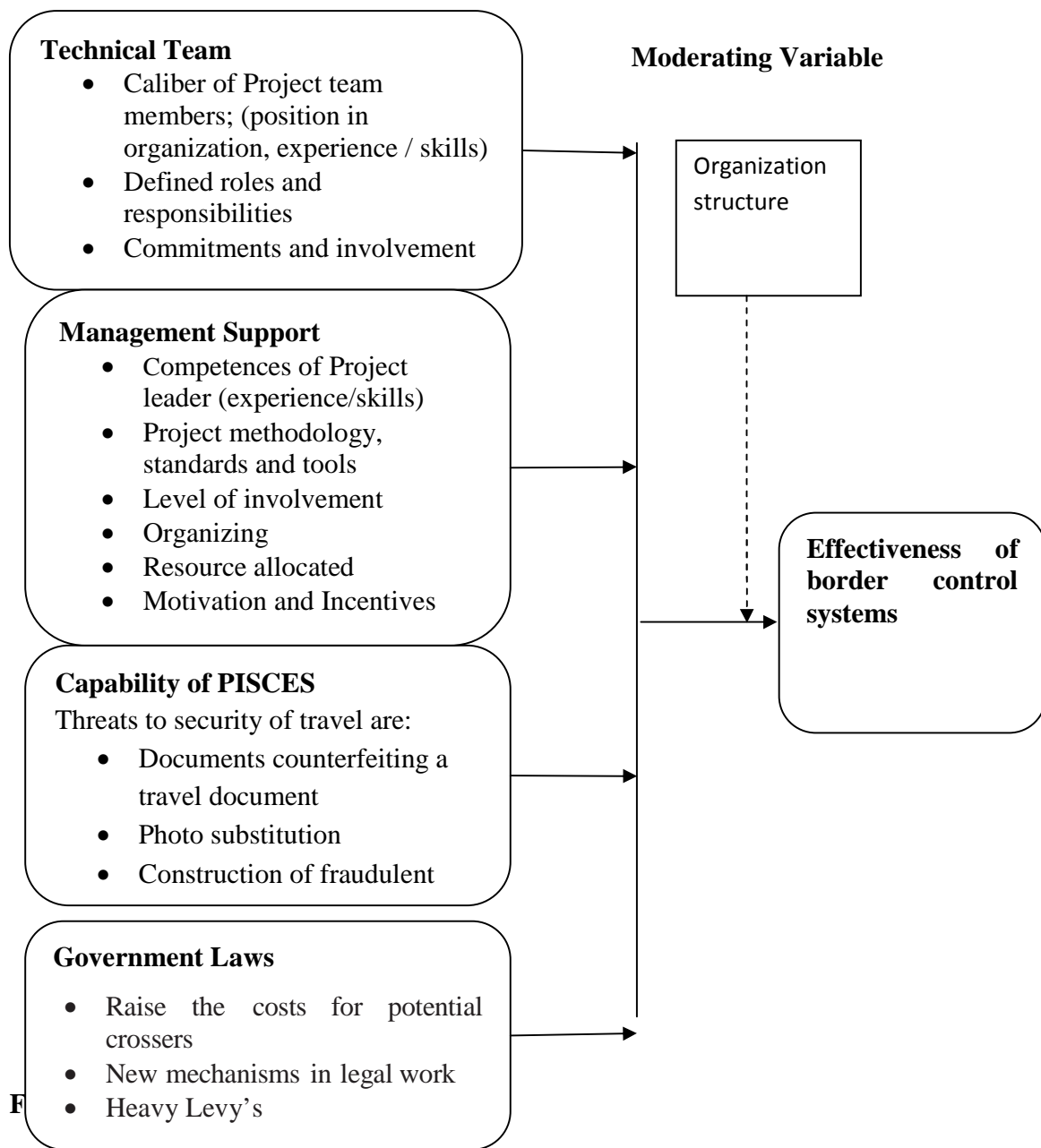
The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, especially from Mexico, is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform. The original legislation proposed by Senators John McCain and Edward Kennedy in 2005 would have authorized as many as 400,000 guest workers annually, roughly the number that came at the height of the Bracero Program in the late 1950s. Coupled with improved enforcement at the border and the workplace, there are strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. A further advantage is that the U.S. government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards of \$3,000 to a smuggler for the opportunity to enter the United States illegally would surely be willing to pay as much or more for the right to live and work here legally.

2.6 Conceptual Frame Work

The Independent variables in this research are the technical team, Management Support, Capability of PISCES and Government Laws and dependent variable is Effectiveness of border control systems

Independent Variables

Dependent Variable



2.7 Discussion of conceptual framework

The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document, alteration of text in the visual or machine readable zone. Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might be intending to come to the United States to violate our laws and endanger our safety. Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity

The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. At the southern border, most of those attempting to enter illegally use smugglers and the costs of entry have grown significantly. But the rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement. The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, especially from Mexico, is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform.

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There is no doubt that executives play a crucial role in the process of implementing ICT investments (Kohli and Devaraj, 2004). At the same time, ICT executives' perceptions were also shown to be an excellent proxy measure for successful ICT implementation and were also found to be highly correlated with objective measures (Tallon et al., 2001). Executives' perceptions of ICT's payoffs have also been correlated with more traditional economic performance measures such as revenues, net profits and productivity (Tallon *et al.*, 1998). ICT implementation should

become a business objective of the construction industry and should give equal prominence to technology, people and processes involved in construction projects

2.8 Summary of the literature Review

ICT diffusion success could be perceived in terms of factors that influence technology adoption and the way in which successful adoption of technology by potential users could be sustained Peansupap and Walker (2005). They classify the factors affecting ICT diffusion in an organization as static and dynamic, where static factors, e.g. technological characteristics and communication channels, fundamentally affect initial ICT diffusion and dynamic factors, e.g. motivation, training and technical support, sustain ICT diffusion changes. People, who are a part of different project team organizations, manage projects and the project team organizations are a part of the construction industry. Thus, factors are required to be studied at the three levels of industry, organization and people and the following section summarizes the literature study for factors at these three levels.

In a survey conducted to assess the status of ICT adoption in the Australian construction industry, it was found that the annual turnover of an organization has an effect on the uptake of ICT and ICT training performance for an organization (Kajewski, Weippert, Remmers, and McFallan, 2004). Ruddock (2006) also reports that smaller firms tend to be less ICT intensive than large firms. Partly because large firms have more scope for improving communication flows within the organization and partly because large firms also invest more in ICT than small firms as ICT investment is risky and uncertain, which may be more difficult for small firms to bear. This factor highlights the relevance of the research study discussed in this paper as it studies ICT adoption by SMEs.

Liberatore et al. (2001) have identified the improved capabilities of project management (PM) software as enablers of effective ICT adoption and an area for future research. Thus, information technology (IT) tools or PM software adopted for PM processes have an effect on ICT adoption for BPM.

Using the internet as the communication platform facilitates the speedy transmission of information and also reduces the cost of communication with overseas construction sites as

compared with traditional information handling methods (Tam, 1999). Thus, increased geographical separation between project team members is an important factor driving ICT adoption for BPM.

However, it has been found difficult to evaluate these benefits (Ruddock, 2006) and many of the traditionally used appraisal approaches have been found inadequate. As a result, the investment in ICT is too often assumed to be negative since the benefits are not properly evaluated, included and weighted against the costs and risks the investment is expected to generate. It does not only have an influence on individual projects but also, in the long run, on the motivation to innovate and introduce new ICT tools in the construction industry (Dehlin and Olofsson, 2008). This aspect is a barrier for effective adoption of ICT. Some of the other identified barriers are suggested to be deficient understanding and lack of knowledge about the possibilities of ICT, unsuccessful implementation into project organizations and limitations of software functionality (Dehlin and Olofsson, 2008). Thus, in the absence of an accepted evaluation method, the benefits and barriers of effective ICT adoption are primarily perception-based and these perceived benefits and barriers determine the extent of ICT adoption by the construction industry.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology which was used in the study. It covers the research design, target population, sample design, data collection, validity and reliability of data collection instruments, data analysis techniques, and ethical considerations

3.2 Research Design

A descriptive study design was used. A case study was used to obtain an in-depth investigation of an individual, institution or phenomenon (Mugenda and Mugenda, 2003). The primary purpose of case study was to determine factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport. A descriptive study design was deemed the best design to fulfill the objectives of the study. Case study research design has the advantage of generating new understandings, explanations and is cheaper than survey and takes less time; it is for this that the study adopted a case study research design. A research design is the general plan of how one goes about answering the research question (Saunders, Lewis and Thornhill, 2000). A descriptive survey research design will be used to obtain data. This design is considered appropriate for the type of objective of this study and the implied comparative analysis to determine the factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport. This research will be both explanatory and descriptive. It is explanatory in the sense that the problem is examined with an aim of establishing the casual relationships between variables. On the other hand, it qualifies as descriptive since it sought to portray the phenomenon through describing events, situations and processes.

3.3 Target Population

According to Mugenda and Mugenda, (2003), a population can be defined as an entire set of relevant units of analysis or data. The target population of this study was 176 borders control staff from the Jomo Kenyatta International Airport.

The target population was drawn from a group of individuals who are actively involved in the borders control; namely, Senior Assistant Director, Assistant Director, Administrator, Central Supervisor, Secondary Officer and Primary officer.

Table 3.1:Target Population

Category	Population size
Senior Assistant Director	1
Assistant Director	1
Administrator	1
Central Supervisor	3
Secondary Officer	50
Primary officer	120
Total	176

3.4 Sampling Procedure and sample size

Sampling technique provides a range of methods which enables reduction of data to be collected, by focusing on data from a sub-group rather than all cases of elements. The sampling design used was non-probabilistic since it allowed for a selection of individuals who have been involved in border control systems at Jomo Kenyatta International Airport and that were best suited to answer the research question. This technique was also suitable when working with smaller samples since it catered for cases that were particularly informative.

The researcher used stratified random sampling technique to select a sample size of 55 employees from the population 176 borders control staff from the Jomo Kenyatta International Airport.. Mugenda and Mugenda, (2003), states that a sample of 30% is considered representative for a population less 500. So if the population is less or equal to 30% it is appropriate to carry out census study. The sample size is justified by 30% since it will minimize

the duplicity and redundancy of to be data obtained and the size is large enough to ensure collection of comprehensive data.

Table 3.2: Sample Population

Category	Population size	Sample size (30% of Population)
Senior Assistant Director	1	1
Assistant Director	1	1
Administrator	1	1
Central Supervisor	3	1
Secondary Officer	50	15
Primary officer	120	36
Total	176	55

3.5 Data Collection Methods

The primary data was obtained from the respondents through a structured questionnaire comprising of closed and open-ended questions.

The questionnaire was divided into 3 parts where Part A covered general demographic data of the respondents, part B consisted of questions focusing on factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport, the questionnaire used in Likert 1-5 scale, with 1 being 'to no extent at all', 2 being 'to a small extent' 3 being 'to some extent', 4 being 'to a high extent' and 5 being 'to a very high extent'.

3.6 Validity of Instruments

Joppe (2000) provides the following explanation of what validity is in quantitative research where Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bull's eye" of your research object? Researchers generally determine validity by asking a series of questions, and will often look for the answers in the research of others.

Wainer and Braun (1998) describe the validity in quantitative research as “construct validity”. The construct is the initial concept, notion, question or hypothesis that determines which data is to be gathered and how it is to be gathered. They also assert that quantitative researchers actively cause or affect the interplay between construct and data in order to validate their investigation, usually by the application of a test or other process. In this sense, the involvement of the researchers in the research process would greatly reduce the validity of a test. Data quality will be incorporated in the entire study process especially at the data collection point to include completeness of questionnaires, legibility of records and validity of responses. At the data processing point, quality control included; data cleaning, validation and confidentiality. There are three types of validity which will be addressed and stated; *Face validity* with pre-testing of survey instruments was a good way used to increase the likelihood of face validity. *Content validity* the use of expert opinions, literature searches, and pre-test open-ended questions helped to establish content validity.

3.7 Reliability of Instruments

Joppe (2000) defines reliability as the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable

The most popular methods which will be used in estimating reliability is the use of measures of internal consistency. The questionnaire was pre-tested through a pilot test with individuals from the same organizations previously involved in border control systems but not part of the sample population in the study to avoid double inclusion of pre-test participants in the main study. Their feedback helped in making vital adjustments to enhance reliability and validity of the study findings. To ascertain the reliability of the data collection instrument was examined by professionals who include researchers, supervisor and border control systems experts and modifications will be done based on the responses obtained.

3.8 Data Analysis

Data was collected, examined and checked for completeness and clarity. Descriptive statistics were used to analyze the data. Data was analyzed using tables and percentages, means and standard deviations. Statistical Package on Social Sciences version 17 was used for statistical analysis.

3.9 Ethical Consideration

Ethics are norms governing human conducts which have a significant impact on human welfare. It involves making a judgment about right and wrong behavior. Bryman (2007) states that it is the responsibility of the researcher to carefully assess the possibility of harm to research participants, and the extent that it is possible; the possibility of harm should be minimized. The researcher recognized that the issue under study was sensitive because it involved the core business of the organization. Therefore, there will be need to protect the identity of the respondents as much as possible. This means that the questionnaires did not require the respondent's names or details that may reveal their identity.

The researcher will also obtain a letter from University of Nairobi allowing to undertake the study and an introductory letter explaining the purpose of the study and Confidentiality will be upheld for all respondents.

3.10 Operational Definition of Variables

The operational definition of variables on factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport. This are given variable are given in Table 3.3

Table 3.3 Operational definition of variables

Objectives	Type of Variable	Indicators	Measurement scale	Tools of Analysis	Type of Statistics
	Independent Variables				
To assess the extent to which technical team influences on effectiveness of border control systems in controlling illegal immigrants at study of Jomo Kenyatta International Airport	Technical Team	Caliber of Project team members; (position in organization, experience / skills) Defined roles and responsibilities Commitments and involvement level	Ordinal	Mean, Percentage, mode, Standard deviation	Descriptive
To determine the influence of management support on effectiveness of border control systems in controlling illegal	Project management	Competences of Project leader (experience/skills) Project methodology, standards and tools Level of involvement	Ratio	Mean, Percentage, Standard deviation	Descriptive

immigrants at study of Jomo Kenyatta International Airport		Organizing Resource allocated (Budget, personnel) Motivation and Incentives			
To establish the influence capability of PISCES in detecting imposters on effectiveness of border control systems in controlling illegal immigrants at study of Jomo Kenyatta International Airport	Planning	Business value (increased effectiveness, efficiency and cost savings) Completion of project within time and budget Budget overruns and Abandoned projects	Ratio	Mean, Percentage, mode, Standard deviation	Descriptive

To establish the influence government laws in detecting imposters on effectiveness of border control systems in controlling illegal immigrants at study of Jomo Kenyatta International Airport	ICT infrastructure	Clear project goals and objectives Well defined requirements Return on Investment	Ratio	Mean, Percentage, mode	Descriptive
	Dependent variable				
	Successful Implementation of ICT Projects	Financial considerations Evaluation of ICT project Application usage Support from supervisors	Ratio	Mean, Percentage, mode	Descriptive

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents data analysis, presentation and interpretation. The main objective of the study was to establish factors influencing the effectiveness of border control systems in controlling illegal immigrants. The study targeted a sample of 55 respondents from at Jomo Kenyatta International Airport who comprised of Senior Assistant Director, Assistant Director, Administrator, Central Supervisor, Secondary Officer and Primary officer. Out of the 55 questionnaires distributed 40 questionnaires were returned filled thus making a response rate of 72.7%, which is an adequate response rate for statistical reporting. According to Mugenda and Mugenda (2003), a response rate of 50% and above is a good for statistical reporting. Statistical Software for Social Sciences (SPSS) was used to generate descriptive and inferential statistics. The study findings are presented in Tables and with explanations done in prose.

4.2 Demographic Characteristics

The study sought to establish the information on the respondents employed in the study with regards to the gender, age, academic background, duration of service, and department worked. These bio data points at the respondents' appropriateness in answering the questions and also looks at the employment demographics at Jomo Kenyatta International Airport.

Table 4.3: Gender

Gender	Frequency	Percentage
Male	28	70
Female	12	30
Total	40	100

The study findings in figure above show that a majority of the respondent (70%) were male while 30% were female. The study findings show that the information collected to establish the respondents from Jomo Kenyatta International Airport employment statistics were represented by both gender.

Table 4.4: Age

Age (Years)	Frequency	Percentage
21-30	4	10
31-40	20	52
41-50	11	25
50 and above	5	13
Total	40	100

The study findings in Table above show that a majority of the respondent (52%) were aged between 31 and 40 years followed by 25% of the respondents aged between 41 and 50 years. The proportion of respondents aged 50 and above years was 13% while 10% were aged 21-30 years. The study findings show that employment statistics in Jomo Kenyatta International Airport comprises of people of different ages from youth, middle aged to old persons. The findings also reveal that most of the respondents were of the ages between 31 and 40 years and therefore had rich experiences which rendered them conversant enough with factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Table 4.5: Academic Background

Academic background	Frequency	Percentage
Certificate	4	10
Diploma	8	20
Undergraduate Degree	18	45
Postgraduate	10	25
Total	40	100

The study findings in Table above show that majority 45% of the respondents held their undergraduate degree; this was followed by 25% who had attained education upto the post graduate level. 20% of the respondents were diploma holders while 10% were certificate holders. These findings indicate majority of the Jomo Kenyatta International Airport staffs have attained undergraduate degree and postgraduate and are therefore knowledgeable enough to provide

information on factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Table 4.6: No of years worked in the present capacity

Worked in the present capacity	Frequency	Percentage
Less than 3 years	8	20
3 to 5 years	16	40
5 to 7 years	10	25
Over 7 years	6	15
Total	40	100

The results show that majority 40% of the respondents had worked for 3 to 5 years. 25% had worked for 5 to 7 years in their present capacity, 20% had worked for Less than 3 years in their present capacity while 15% had worked in their present capacity Over 7 years. This shows that majority of the respondents had worked for a 3 to 5 years and therefore had a great understanding of their role therefore they were in a position to respond effectively on factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Table 4.7: No of years working in the industry

No of years working in the industry	Frequency	Percentage
1 – 2 years	5	12.5
3 – 5 years	11	27.5
6 – 10 years	9	22.5
10 – 15 years	8	20
Over15year	7	17.5
Total	40	100

The findings indicate that majority 27.5% of the respondents had worked in the industry for a period of 3-5 years. 22.5% had worked in the industry for a period of 6-10 years, 20% had

worked in the industry for a period 10-15 years, and 17.5% had worked in the industry for a period over 15 years while 12.5% had worked in the industry for a period of 1-2 years. This shows that majority of the respondents had rich experience and were therefore in a position to respond effectively factors influencing the effectiveness of border control systems in controlling illegal immigrants.

4.3 Factors influencing the effectiveness of border control systems in controlling illegal immigrants

4.3.1 Role played in the indicated ICT project

The respondents were asked to indicate their role in the ICT project implemented for border control systems in controlling illegal immigrants. The table below shows the response rate.

Table 4.8: Role played in the indicated ICT project

Role played in the indicated ICT project	Frequency	Percentage
Project sponsor	2	5
Management representative	3	8
Project team member	13	32
Project Leader / manager	5	12
Technical expert	10	25
User representative	7	18
Total	40	100

The results show that majority of the respondents played the role of Project team member (32%). This was followed by 25% of the respondents who played the role of technical expert, 18% were User representative, 12% were Project Leader / manager, 8% were Management representative while 5% were Project sponsors.

4.4 Technical Team

The respondents were asked to rate the following factors on technical team. The study investigated the extent to which team factors affected the effectiveness of border control systems in controlling illegal immigrants. The results are shown in the table below.

Table 9: Technical Team factors

Factors Under Consideration	Mean	Standard Deviation
Necessary trainings /workshops were conducted for the team to foster team work	3.3211	0.48332
The project team members were experienced, knowledgeable and skilled for necessary for delivery of the project	4.1579	0.44521
Project team showed commitment and achieved their targets and goal in time	3.0526	0.3681
Project team was all inclusive and representative of all key stakeholders	4.2421	0.43063
Average	3.6934	0.4318

The results indicate that majority of the respondents rated Project team was all inclusive and representative of all key stakeholders to a high extent where $m = 4.1579$ and the project team members were experienced, knowledgeable and skilled for necessary for delivery of the project $m = 4.1579$. The following statement were rated to some extent $m =$ Necessary trainings /workshops were conducted for the team to foster team work and Project team showed commitment and achieved their targets and goal in time $m = 3.0526$.

4.5 Project management and Leadership

The study sought to determine the general extent to which Project management and Leadership the effectiveness of border control systems in controlling illegal immigrants. The findings are presented in table below.

Table 4.10: Project management and Leadership

Factors Under Consideration	Mean	Standard Deviation
Project team received necessary support and tools required for the project necessary to achieve their targets and goals	3.7368	0.82785
Incentives and compensation were offered to the project team for motivation and encourage towards achieving their goals / results.	3.8316	0.76704
Top management support was visible throughout the project phases	4.0737	0.58786
Top management ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets	3.8842	0.65009
Effective monitoring and evaluation process to ensure delivery of project in time and within budget	4.0421	0.52422
The project leader had a track record of success with major it projects	4.1579	0.44521
Goals and targets set out were realistic and attainable	4.1895	0.4201
Effective project management methodology and tools were used	4.0315	0.53584
Average	3.9934	0.5947

From the findings presented in table above, the respondents agreed to a high extent on the factors raised above s follows; Goals and targets set out were realistic and attainable m= 4.1895, The project leader had a track record of success with major it projects m=4.1579, Effective project management methodology and tools were used m=4.0315, Effective monitoring and evaluation

process to ensure delivery of project in time and within budget m= 4.0421. Top management support was visible throughout the project phases m= 4.0737, Top management ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets m=3.8842, Incentives and compensation were offered to the project team for motivation and encourage towards achieving their goals / results m=3.8316, Project team received necessary support and tools required for the project necessary to achieve their targets and goals m=3.7368.

4.6 Capability of PISCES

The study sought to establish how the Capability of PISCES affects the project. The results are shown in the table below.

Table 4.11: Capability of PISCES

Factors Under Consideration	Mean	Standard Deviation
The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability.	4.0261	0.6254
The growth in international crime and illegal immigration has led to increasing concern over security of travel documents	4.5125	0.3261
The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document	4.3267	0.4215
Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen	4.2257	0.7518

safety

Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity

	3.6251	0.6541
Average	4.1432	0.5557

The results show that the respondents agreed to a very high extent that the growth in international crime and illegal immigration has led to increasing concern over security of travel documents $m= 4.5125$. the respondents agreed that the main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document $m= 4.3267$, Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen safety $m= 4.2257$ and The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability $m= 4.0261$. the respondents also agreed that Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity $m= 3.6251$.

4.7 Government laws

The study further investigated on how the Government laws affect the effectiveness of border control systems in controlling illegal immigrants. The results are shown in table below.

Table 4.12: Government laws

Factors Under Consideration	Mean	Standard Deviation
The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others	4.6652	0.8625

from ever attempting illegal entry

The lack of any new mechanisms to improve legal work opportunities for low-skilled workers is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform.

4.0321 0.6251

Improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers.

4.3021 0.5312

A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the country illegally would surely be willing to pay as much or more for the right to live and work here legally

4.0987 0.6754

Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement

4.2345 0.7543

Average

4.2665 0.6897

The results show that the respondents agreed to a very high extent that The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry m= 4.6652. the respondents agreed to a high extent that improved enforcement at the border and the workplace, strong reasons to

believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. m= 4.3021, Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement m=4.2345 and A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the United States illegally would surely be willing to pay as much or more for the right to live and work here legally m= 4.0987 and The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform m= 4.0321.

4.8 Test of hypothesis

- i. H₁: There is positive effect of technical team of border control systems in controlling illegal immigrants in Kenya
- ii. H₁: The management support has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- iii. H₁: The capability of PISCES has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- iv. H₁: The existing of government laws has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya

Table4.13. Hypothesis testing

Hypothesis	Coefficient P-Values	Conclusion
H ₁ : There is positive effect of technical team of border control systems in controlling illegal immigrants in Kenya	P=0.000<=0.05	Accept H₁. Reject H₀
H ₁ : The management support has a significant influences on effectiveness of border control systems in controlling illegal	P=0.001<=0.05	Accept H₁. Reject H₀

immigrants in Kenya		
H ₁ : The capability of PISCES has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya	P=0.000<=0.05	Accept H₁. Reject H₀
H ₁ : The existing of government laws has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya	P=0.001<=0.05	Accept H₁. Reject H₀

i. Source, Researcher (2013)

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study findings discussion, conclusions and recommendations. The findings are summarized in line with the objectives of the study which was to establish the factors influencing the effectiveness of border control systems in controlling illegal immigrants.

5.2 Summary of Findings

The study established the factors influencing the effectiveness of border control systems in controlling illegal immigrants by looking at the effect of availability of technical team , Project management and Leadership, Capability of PISCES and Government laws as per the objectives and hypothesis.

Table 5.13: Summary of Findings

Objectives	Main findings
To assess the extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya	The study established that there was a technical team in place working on the project for control systems. The Project team was all inclusive and representative of all key stakeholders. The team employed were experienced, knowledgeable and skilled for necessary for delivery of the project
To determine how management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya	The project got necessary support from the management and project leaders. The project leader had a track record of success with major it projects. Goals and targets set out were realistic and attainable. Effective project management methodology and tools were used. Top management support was visible throughout the project phases. Top management ensured availability of resources (financial and human), as well as

necessary facilities to ensure that the project team meet their targets

To determine how capability of PISCES influences the effectiveness of border control systems in controlling illegal immigrants in Kenya

The growth in international crime and illegal immigration has led to increasing concern over security of travel documents. The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, and construction of fraudulent document. Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen safety. The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability.

To determine how government laws influences the effectiveness of border control systems in controlling illegal immigrants in Kenya

The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement.

5.3 Discussion

Discussion of findings is presented as follows:

5.3.1 Technical Team

The study established that there was a technical team in place working on the project for control systems. Project Teamwork and composition was found to be very important throughout the

project life cycle. The project consisted of best people in the organization who have the right skills and knowledge. They also had business and technical knowledge which are essential in effecting a good control system which will be effective. It emphasizes on the importance of information and communications technologies (ICTs) as powerful tools for socio-economic development. Pervasive use of ICT in the economy depends on well-trained human resources for developing relevant applications, supporting and maintaining systems. Investment in human capital, research and development is becoming increasingly recognized as a critical factor in preparing citizens to participate in the digital age.

5.3.2 Project management and Leadership

Executives play a crucial role in the process of implementing ICT investments. , ICT executives' perceptions were also shown to be an excellent proxy measure for successful ICT implementation and were also found to be highly correlated with objective measures. The project leader had a track record of success with major it projects and goals and targets set out were realistic and attainable. Top management support was visible throughout the project phases they ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets and also made sure there was an effective monitoring and evaluation process to ensure delivery of project in time and within budget.

5.3.3 Capability of PISCES

The study revealed that the world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. The growth in international crime and illegal immigration has led to increasing concern over security of travel documents. The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, and construction of fraudulent document. This has led to the adoption of PISCES at the borders of entry to assist immigration officers in overcoming the main threats of persons travelling on counterfeit documents. PISCES program is installed together with the passport readers, camera and finger print machine. Current immigration law provides the government with extraordinary powers to deny admission to any person believe might be intending to come to and violate the laws and endanger our safety.

5.3.4 Government laws

The study results show that the purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the country illegally would surely be willing to pay as much or more for the right to live and work here legally. Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement.

5.4 Conclusion

Concerns about illegal immigration have overlapped with public safety and national security considerations, including efforts to prevent the inflow of illegal drugs and other contraband, terrorists, and weapons of mass destruction.¹¹ Enforcement to combat these diverse illicit flows inevitably converges at international borders, partly because transnational criminals and other mala fide actors seek to exploit the geographic and jurisdictional complexity that borders create.

Nonetheless, while policies to combat different illegal flows share some common features, each of these security tasks may demand a unique mix of policy tools, and lawmakers may set different standards for successful enforcement outcomes in each area. The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Again, the evidence is sparse but it suggests that tougher enforcement is increasing the price for anyone wanting to enter the country illegally. But the rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement. The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, especially from Kenya, is one of the most unfortunate consequences of the failure by the project to pass comprehensive immigration

reform. Coupled with improved enforcement at the border and the workplace, there are strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers.

One way to use apprehensions data to gauge the effectiveness of border enforcement would be to compare apprehensions to the total number of illegal border crossers (i.e., successful illegal entrants), and thus describe the proportion of border crossers that is apprehended.¹⁰⁹ Precise estimates of how many aliens successfully evade capture and enter the country illegally do not exist, however. Most numbers cited are based on changes in the estimated unauthorized alien.

Moreover, changes in the total unauthorized population do not correlate precisely with successful illegal entries for two reasons. First, not all unauthorized aliens enter the country illegally; previous research suggests that between one-third and one-half enter the country legally and overstay their visas. For this reason, changes in the total unauthorized population *over-estimate* the number of illegal border crossers. Second, annual data on the total unauthorized population do not account for unauthorized migrants who enter the country, stay temporarily, and then leave. Because some unauthorized migrants leave the country (including as a result of being deported), and some may leave and re-enter multiple times, changes in the total unauthorized population also *under-estimate* the number of people successfully entering the country each year.

5.5 Recommendations

This evidence indicates that current border enforcement policies that cause migrants to cross through remote areas and have increased reliance on smugglers, may underlie some of the correlation between apprehensions and violent crime. Future work should look more carefully into the factors that determine the correlation between immigration policy and conditions on the border.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

SIMIYU RAMAH EMMANUEL

P.O BOX 30191- 00100

NAIROBI

Dear Sir/Madam,

RE: REQUEST FOR YOUR PARTICIPATION IN M.A. RESEARCH PROJECT

I am a student at the University of Nairobi pursuing a Master of Arts degree in Project Planning and Management. As part of my coursework, I am required to carry out and submit a research project report on the **FACTORS INFLUENCING THE EFFECTIVENESS OF BORDER CONTROL SYSTEMS IN CONTROLLING ILLEGAL IMMIGRANTS. A CASE STUDY OF JKIA**

.

To achieve this objective, I kindly request for your assistance in completing the attached copy questionnaire. I assure you the information you provide is purely for academic purposes and will be treated with utmost confidentiality. Should the finding of this Research Project be of interested to you or your organization, a copy would be available at the University of Nairobi Library.

Yours faithfully,

SIMIYU RAMAH EMMANUEL

APPENDIX 2: QUESTIONNAIRE

Instructions

Please tick (✓) the box that matches your answer or fill the space provided

PART A: General Information

Date

1) What is your gender? (tick one)

Male ()

Female ()

2) Age(tick one)

20 -30 ()

21 -30 ()

31- 40 ()

40 and above ()

3) What is your academic background?

Certificate []

Diploma []

Undergraduate []

Postgraduate []

4) How long have you been working in your present capacity?

Less than 3 years ()

3 to 5 years ()

5 to 7 years () Over 7 years ()

5) Kindly indicate your position / title in the organization?

6) How long have you worked for the industry?

1 – 2 years () 6 – 10 years () Over15year ()

3 – 5 years () 10 – 15 years ()

PART B:

The questionnaire seeks to find out factors considered important in the implementation ICT projects.

1. What was your role in the indicated ICT project?

- a. Project sponsor []
- b. Management representative []
- c. Project team member
 - i. Project Leader / manager []
 - ii. Technical expert []
 - iii. User representative []
 - iv. Any other specify _____

PART C:

Using a Likert 1-5 scale, with 1 being ‘to no extent at all’, 2 being ‘to a small extent’ 3 being ‘to some extent’, 4 being ‘to a high extent’ and 5 being ‘to a very high extent’, to what extent were the following factors considered important in the implementation of ICT projects in your organization? Please tick (✓) all as appropriate

Technical Team

Factors Under Consideration	1	2	3	4	5
Necessary trainings /workshops were conducted for the team to foster team work					
The project team members were experienced, knowledgeable and skilled for necessary for delivery of the project					
Project team showed commitment and achieved their					

Factors Under Consideration	1	2	3	4	5
targets and goal in time					
Project team was all inclusive and representative of all key stakeholders					

Project management and Leadership

Factors Under Consideration	1	2	3	4	5
Project team received necessary support and tools required for the project necessary to achieve their targets and goals					
Incentives and compensation were offered to the project team for motivation and encourage towards achieving their goals / results.					
Top management support was visible throughout the project phases					
Top management ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets					
Effective monitoring and evaluation process to ensure delivery of project in time and within budget					
The project leader had a track record of success with major it projects					
Goals and targets set out were realistic and attainable					
Effective project management methodology and tools were used					

Capability of PISCES

Factors Under Consideration	1	2	3	4	5
The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability.					
The growth in international crime and illegal immigration has led to increasing concern over security of travel documents					
The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document					
Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen safety					
Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity					

Government laws

Factors Under Consideration	1	2	3	4	5
The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever					

Factors Under Consideration	1	2	3	4	5
Attempting illegal entry					
The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, , is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform.					
improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers.					
A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the United States illegally would surely be willing to pay as much or more for the right to live and work here legally					
Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement					

.....

.....

Thank you for your time and cooperation

**FACTORS INFLUENCING THE EFFECTIVENESS OF BORDER CONTROL
SYSTEMS IN CONTROLLING ILLEGAL IMMIGRANTS: A CASE STUDY OF JOMO
KENYATTA INTERNATIONAL AIRPORT, NAIROBI KENYA**

**BY
SIMIYU RAMAH EMMANUEL**

**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF ARTS
IN PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI.**

2013

DECLARATION

This Research project report is my original work and has not been presented for a degree award in this or any other University.

SIGNATURE:

DATE:

SIMIYU RAMAH EMMANUEL

L50/65315/2010

This Research project report has been examined and passed with my approval as University Supervisor.

SIGNATURE:

DATE:

Mr. Johnbosco Kisimbii

Lecturer,

Department of Extra Mural Studies

University of Nairobi

DEDICATION

This project report is dedicated to my family and all those who supported in the completion of this project writing. Thank you and God bless you abundantly.

ACKNOWLEDGMENTS

It has been an exciting and instructive study period in the University of Nairobi and I feel privileged to have had the opportunity to carry out this study as a demonstration of knowledge gained during the period studying for my master's of arts degree. With these acknowledgments, it would be impossible not to remember my supervisor Mr. Johnbosco Kisimbii for his guidance, lecturers who taught me during first year of study and my classmates for their support and those who in one way or another, directly or indirectly, played a role in the realization of this research project like Purity Karani, Richard Emoru, Jane Misiko, Vincent Obuya, Masese Richard and Fredrick Wesonga. Let me, therefore, thank them all equally.

Firstly, I am indebted to the all-powerful God for all the blessings he showered on me and for being with me throughout the study. Finally, I take this opportunity to express my deep gratitude to the lasting memory of my loving family, and friends who are a constant source of motivation and for their never ending support and encouragement during writing of the project.

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LIST OF ABBREVIATIONS AND ACRONYMS

BCMS	Border Control Management System
CRS	Congressional Research Service
CUTE	Common Use Terminal Equipment
GAO	General Accounting Office
ILO	International Labour Organization
ICTs	Information and Communications Technologies
IT:	Information Technology
JKIA:	Jomo Kenyatta International Airport

ABSTRACT

The aim of this study was to investigate factors influencing the effectiveness of border control systems in controlling illegal immigrants. Effective border management at the points of entry enhances security of the country. At the points of entry is where persons travelling on forged documents, lost passports, drug traffickers, terrorists, human traffickers are identified. There are three main outcomes of border security that contribute to preventing illegal migration, and they reflect fundamental border-security capabilities of interdiction, deterrence, and networked intelligence. In many ways, the outcomes mirror the drug-control outcomes, but some important differences arise that require careful consideration. The objectives of the study are to assess the extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya, To determine how management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya, To determine how capability of PISCES influences the effectiveness of border control systems in controlling illegal immigrants in Kenya and To determine how government laws influences the effectiveness of border control systems in controlling illegal immigrants in Kenya. A descriptive study design is the best design to be used to fulfill the objectives of the study. The research used simple random sampling methods by selecting a given number of subjects from a defined population as representative of that population. The researcher used stratified random sampling technique to select a sample size of 55 employees from the population 176 borders control staff from the Jomo Kenyatta International Airport. Data was collected, examined and checked for completeness and clarity. Descriptive statistics was used to analyze the data. Data was analyzed using tables, percentages, means and standard deviations. Statistical Package on Social Sciences version 17 was used in statistical analysis. The study provides data to assist researchers, development practitioners, academicians, policy makers, planners and programme implementers as well a larger society in reducing violent behavior. The study established that there was a technical team in place working on the project for control systems. Project Teamwork and composition was found to be very important throughout the project life cycle. It was also revealed that the world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. Another finding is that the world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. The study results show that the purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Hundreds of millions of travellers cross international borders every year. For government border management agencies, it is important to know the identities of each and every one in order to protect national security and identify travellers of interest (Sita, 2010). Effective border control systems produces positive self-esteem in workers and enhanced national security. However, on the other hand lack of border control systems results in low productivity due to lack of monitoring and evaluation procedures and lack of confidence in making decisions. Decisions at the points of entry should be made faster, accurate in order to reduce the impacts of illegal immigration to Kenyan citizens. The ability to manage the border effectively has great impact on the number of visitors arriving and leaving at the points of entry (Kasimis and Kassimi, 2004).

There has long been a debate over the relationship between legal work programs and illegal immigration. From 1942 to 1964, the United States permitted several hundred thousand young Mexican men to come seasonally for work, most in the agricultural industry, under what was known as the Bracero Program. At its peak more than 400,000 agricultural workers came each year. In the absence of enforcement, the program did little to discourage illegal immigration; many farmers had the choice of hiring braceros or unauthorized workers, and one consequence was poor wage and working conditions for both. Those concerns led to the Bracero scheme being abolished in 1964 (Martin, 2003). Whatever the problems with the Bracero Program, however, the number of illegal entries from Mexico began to rise immediately after it was ended and continued to increase steadily throughout the following decades.

Declining emigration and increasing return migration of Greeks created a positive migration balance in Greece in the 1970s. Immigration then grew at the beginning of the 1980s when a small number of Africans, Asians, and Poles arrived and found work in construction, agriculture, and domestic services (Glytsos and Katseli, 2005). Nevertheless, immigration at that time was still limited in size. In 1986, there were a total of about 90,000 immigrants in the country, one-third of whom were from Europe (Kasimis and Kassimi, 2004). In 1991, the number of

registered "foreigners" (as they are officially referred to in Greece) had grown to 167,000 out of a total population of 10,259,900. The Greek government was unprepared to receive such a large number of immigrants over such a relatively short period of time, and it has struggled with how best to deal with the integration of this population. Though the government has adopted, over the years, limited regularization procedures that would legalize certain unauthorized immigrants largely in response to pressure from constituents and human-rights organizations nearly half of the total estimated immigrant population remains unauthorized today. Regarding other forms of immigrant integration, the government has still not crafted a satisfactory institutional framework nor adopted a specific integration policy.

According to Lyberaki (2008), border control systems offers a suite of complete end-to-end solutions that enhances border security while also allowing seamless and efficient passenger and goods processing at border control checkpoints. These solutions addresses the document processing needs for both arriving and departing travelers as well as goods processing for verification and taxation at all border processing points whether at land, air or sea. Key benefits realized are the comprehensive prevention of identity theft and misuse, the elimination of document fraud and impersonation, as well as the accurate tracking of the history of movement of goods and people into and out of a country's border crossings. The use of border control systems plays a great role in controlling illegal immigration into the country (Kasimis and Kassimi, 2004).

Effective border management at the points of entry enhances security of the country. At the points of entry is where persons travelling on forged documents, lost passports, drug traffickers, terrorists, human traffickers are identified (Lyberaki, 2008). Prior to the use of PISCES, processing of passengers was done manually, decision making was slow and the system was not effective.

Jomo Kenyatta International Airport, formerly called Embakasi Airport and Nairobi International Airport, is Kenya's largest aviation facility, and the busiest airport in East Africa. It is the sixth-busiest airport in Africa. The airport is named after the first Kenyan prime minister and president, Jomo Kenyatta. Kenyatta airport is located in Embakasi, a suburb to the south-east of

Nairobi. The airport is situated 15 kilometres (9 mi) from Nairobi's Central Business District, and at the edge of the city's built up area. The Mombasa Highway runs adjacent to the airport, and is the main route of access between Nairobi and the airport; a rail link is planned. The airport is the main hub of Kenya Airways, JetLink Express and Fly540. Jomo Kenyatta airport is served by a single Runway 06/24. Runway 06 is ILS-equipped, and is used for take-offs and landings. The airport is served by one terminal building constructed in the 1970s. The former "Embakasi" terminal, now used for cargo and for a Kenya Air Force training facility, was constructed before the 1960s. Jomo Kenyatta International Airport's terminal has 3 units that cater for both arrivals and departures. Units 1 and 2 are mainly used for international flights whereas unit 3 is mainly used for domestic flights.

Department of Immigration Service is a service delivery organization that mainly deals with the issuance of passports and other travel documents to Kenyan citizens, control and regulation of entry and exit of persons, investigation and prosecution of all immigration related offences, issuance of permits to foreigners, issuance of visas to persons intending to visit the country among others. All these activities require a prior check before one is issued with the document he/she is applying for. Departing passengers check-in through units 1 and 2 depending on their destinations. Both units have airline check-in counters that operate on a Common Use Terminal Equipment (CUTE) system and immigration desks at the ground floor where passengers are cleared before they proceed to the departure lounge in the first floor via escalators or lifts. There are eight departure gates used to board aircraft via boarding bridges. Arriving international passengers enter via the same gates into a concourse which leads to immigration counters at the first floor before coming to the baggage hall situated in the ground floor. The baggage hall is well served with baggage conveyor belts.

1.2 Statement of the problem

An effective border management is important in every country and can have a significant effect in supporting economic development through efficient processing systems. Immigration reform should be a matter of national priority. They should aim at enhancing the measures of reducing illegal entry into Kenya as well as reduce the current population of unlawfully present persons. Illegal immigrants hurts poor Kenyans when terrorists strikes, commits crimes, takes over jobs

that Kenyans can do and strains the security facilities such as health, education and increase in population. The role of border security can be understood better by thinking about overlapping aspects of the phenomenon. The demand for drugs is affected by education, treatment and incarceration of addicts, punishment for usage, and the price charged for drugs, among other things. Supply is affected by the profitability of drug trading and such disincentives as risk. Some kinds of risk merely result in tactical changes, which may drive up the price charged but do not really affect incentives. Other kinds of risk, such as direct threats to drug leaders of incarceration, having their financial assets frozen, and having their travel and residency locations severely limited, are disincentives that may deter activities perhaps causing a scale-down of attempted traffic or a shift to other forms of crime. Border control can affect operational risk, forcing tactical changes that at least add cost and reduce demand, and that may be so troublesome as to have a deterrent effect. However, despite the strategy adopted by immigration department in using PISCES to determine admissibility of foreigners into the country, there are many illegal immigrants that are in the country. Kenya is still facing a steady increase in the number of illegal immigrants residing in the country. Border control is vital to the security of the nation and its citizens. The threat of international terrorism, worldwide illegal immigration and refugee problems, drug and arms smuggling are issues of that concerns states. Therefore, all states in the world look at measures to increase security at their borders. They apply different organizations and methods to protect their borders. But the main resources are technology and personnel. Therefore, increasing border security is only possible by increasing resources or improving methods. On the other hand, increasing resources causes significant financial costs. The overall research problem addressed in this study is that despite the installation of PISCES at the entry points in Kenya, little has been done to analyze the factors influencing the effectiveness of border control systems in controlling illegal immigrants.

1.3 Purpose of the study

The purpose of this study was to find out the factors influencing the effectiveness of border control systems in controlling illegal immigrants

1.4 Research Objectives

The objectives of the study were:

- i. To assess the extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya
- ii. To determine how management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya
- iii. To determine how capability of PISCES influences the effectiveness of border control systems in controlling illegal immigrants in Kenya
- iv. To determine how government laws influences the effectiveness of border control systems in controlling illegal immigrants in Kenya

1.5 Research Questions

The research questions addressed by the study were:

- i. What is extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya?
- ii. How does management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya?
- iii. How capability of PISCES does influence the effectiveness of border control systems in controlling illegal immigrants in Kenya?
- iv. How government laws do influences the effectiveness of border control systems in controlling illegal immigrants in Kenya?

1.6 Research Hypothesis

The research hypotheses tested by the study were:

- i. The availability of technical team has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- ii. The management support has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- iii. The capability of PISCES has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya

- iv. Government laws has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya

1.7 Significance of the study

The study was foremost to assist border management in Kenya in monitoring movement of persons, capture data, enable detection of undesirable persons into the country and increase installation of the system in places where it was not being used.

Most importantly, it helped the policy makers within public and private sector to identify crucial areas in their organizations and make appropriate decisions to ensure factors influencing the effectiveness of border control systems in controlling illegal immigrants. Also, through this study leaders and managers in state corporations may learn and make responsible strategic plans and policy decisions.

The findings from the study may particularly be useful in providing additional knowledge to existing and future organizations on factors influencing the effectiveness of border control systems in controlling illegal immigrants. This study may also be beneficial to all state corporations both large and small since they would enhance the realization of border control systems in controlling illegal immigrants. The findings may also provide a useful reference document to stake holders on border control systems in controlling illegal immigrants and academic institutions in their endeavors to formulate work plan to meet the performance. Scholars, students and other researchers may also find the study helpful to identify further areas of research built on the findings of this research. The study may be a source of reference material for future researchers on other related topics; it may also help other academicians who undertake the same topic in their studies.

1.8 Scope of the study

The study was confined to Jomo Kenyatta International Airport and was to involve workers in border control systems and was to offer an opportunity for a rich source of data. The researcher was to have significant knowledge of the organizations and was known to some of the staff making it easier to collect the necessary information.

1.9 Limitation of the study

The researcher encountered un-cooperative respondents who do not understand the significance of the research and the researcher explained to them the importance of this study and the way it may assist their working lives in the organization. Due to the organizations rigid policies, the respondents might not be free in answering the questions posed to them for fear of victimization by the authorities. This was overcome by assuring the staff that the study was used anywhere else or by somebody else except for academic purposes. The study was also carried out for a short time.

1.10 Basic assumptions of the study

The study makes the following assumptions in this study; the respondents was be honest and truthful when answering the questions that some governments that may sponsor terrorism can issue genuine documents to illegal immigrants under different identity and makes it impossible for the system to detect them. Government agencies are responsible for providing information to be entered into the system early enough to enable the system to intercept those that are on the alert list, where it is late the system was not detected. The system alone is not complete; the integrity of the users must be above board.

1.11 Definition of significant terms

The definitions of significant terms used in the study are given below.

Border: refers to national borders of Kenya and includes the ports of entry, coastlines and the outer margin of territorial waters

Entry: means admission into Kenya at a designated port of entry on the basis of authority to do so validly granted under the Kenya Citizenship and Immigration Act, 2011

Management Support Refers to the active participation and commitment of organizational top leadership in the management, review and evaluation of ICT projects. This includes; provision of required resources, timely decision making, establishment of a project steering committees and a formal process of project evaluation.

Port: designated place where a person has to report before he or she may move, sojourn, enter, exit or remain within the country

Project Management: This refers to a group or individuals tasked with the overall responsibility for the management and delivery of a project within budget, time and scope.

Project Team and Composition Refers to teams whose members usually belong to different groups, functions and are assigned to activities for the same project and reflects - a range of professional expertise. Usually project teams are only used for a defined period of time

1.12 Organization of the Study

Chapter one of the study contains introduction, giving a background of the study while putting the topic of study in perspective. It gives the statement of the problem and the purpose of study. This chapter outlines the objectives, limitations, delimitations and the assumptions of the study.

Chapter two gives scholars' work on Information Communication Technology projects, Information Technology (IT) project management process, Integration of innovation diffusion theory with change management, Success factors for ICT projects and empirical review. It also outlines conceptual framework variables.

Chapter three consists of research methodology which was be used in the study. It covers the research design, target population, sample design, data collection, validity and reliability of data collection instruments, data analysis techniques, and ethical considerations.

Chapter four presents data analysis, presentation and interpretation. The main objective of the study was to establish factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Chapter five presents a summary of the study findings discussion, conclusions and recommendations. The findings are summarized in line with the objectives of the study which was to establish the factors influencing the effectiveness of border control systems in controlling illegal immigrants.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers other scholars work on Information Communication Technology projects , Information Technology (IT) project management process, Integration of innovation diffusion theory with change management, Success factors for ICT projects and empirical review. It also discusses conceptual framework variables

2.2 Border Control Systems

There are mainly three kinds of organization that countries apply to protect their land borders. One of them is giving this task to the Army. This method is used in our country and in our neighbor countries. The second method is performing this task by state organizations rather than Army. These organizations are under the control of civil administration. An example of this method is U.S. Border Patrol organization that is under the control of Immigration and Naturalization Service of Department of Justice. Sometimes these organizations are supported by Army. The third method is execution of this task by Police Forces. At wartime, these forces are under the operational control of the Army. But at the peacetime, they are under the control of the Ministry of Home Affairs. This method is applied in India and this organization is called as Border Security Force. (Dehlin S. and Olofsson T., 2008)

As seen, when the border security is the subject under concern, the main ministries, departments and armed forces of the states have responsibilities for security of country borders. Therefore, besides much news those are related with border security of countries from all around the world such as declarations of researches for more secure borders or precautions and results of precautions in both technological and organizational issues, we meet some official reports related with border security.

There are several reports of GAO (General Accounting Office is the investigative arm of Congress in U.S.) and CRS (Congressional Research Service) related with border control and security. In their CRS report (June 18, 2001), William J. Krouse (Analyst in Social Legislation;

Domestic Social Policy Division) and Raphael F. Perl (Specialist in International Affairs; Foreign Affairs, Defense, and Trade Division) explain the importance of border security and propose some options to prevent illegal entry into the United States.

In GAO reports, after making studies about border security, precautions are proposed and results of precautions are evaluated. As precautions for strengthening the border, (1) concentrating personnel and technology resources, starting first with the sectors with the highest level of illegal infiltration activity and moving to the areas with the least activity, (2) making maximum use of physical barriers to deter entry along the border, (3) increasing the proportion of time Border Patrol agents spent on border control activities and (4) identifying the appropriate quantity and mix of technology and personnel needed to control the border, are proposed in some parts of GAO reports.

2.3 Effectiveness of Border Control Systems

There are three main outcomes of border security that contribute to preventing illegal migration, and they reflect fundamental border-security capabilities of interdiction, deterrence, and networked intelligence. In many ways, the outcomes mirror the drug-control outcomes, but some important differences arise that require careful consideration. The first outcome is to intercept migrants transiting illegally across the border. Migrants intercepted while transiting illegally return to their source country voluntarily, return to their source country involuntarily after court proceedings or coordination with their source country, or disappear into the resident population while they wait without detention for a court appearance or removal. Migrants who return to their source country, under whatever circumstances, might or might not attempt illegal migration again. These different ways an interdiction might resolve distinguish illegal migration from drug smuggling. Intelligence on drug usage, such as testing of arrested suspects or local market survey of the purity and availability of drugs, can be used to estimate the effectiveness of border controls (Burton, S. and Steane, P., 2004).

Efficient border controls protect the safety of passengers and air traffic and make an important contribution to the fight against international terrorism and illegal immigrants. G&D's Border Control Management System (BCMS), which embraces all relevant border control processes, has been developed to meet these challenging requirements. It has been specifically designed to

process ICAO-compatible travel documents. These include machine-readable travel documents, e-passports and e-ID cards with chips or visas.

G&D systems automatically scan biometric data such as fingerprints and ISO facial images and compare them with the data stored on the document chip. In addition, the systems provide a comprehensive database of information about arrivals and departures or transit data. The BCMS also automatically checks the passenger's personal data and the travel document's expiration date. What is more, the solutions can be connected to external databases, both national and international, such as Interpol and Europol wanted lists (Delone, and McLean, 1992)..

2.4 Technical team and Effectiveness of Border Control Systems

Project Teamwork and composition is important too throughout the project life cycle. The project team should consist of best people in the organization (Buckhout et al., 1999; Bingi et al., 1999; Rosario, 2000; Wee, 2000). Building a cross-functional team is also critical. Teams should have a mix of consultants and internal staff, so that internal staff can develop necessary technical skills (Sumner, 1999). Both business and technical knowledge are essential for business (Bingi et al., 1999; Sumner, 1999).

The importance of information and communications technologies (ICTs) as powerful tools for socio-economic development is now widely acknowledged not only among large corporations but small business enterprises as well. However, for ICT to be effectively deployed as engines of economic development existing IT skills gap both in developed and developing countries must be addressed. The Digital Opportunity Task Force (DOT FORCE, 2002) emphasizes human resources development through systematic training and education as critical if countries have to reap digital dividends. Additionally, pervasive use of ICT in the economy depends on well-trained human resources for developing relevant applications, supporting and maintaining systems. Moreover, investment in human capital, research and development is becoming increasingly recognized as a critical factor in preparing citizens to participate in the digital age. The International Labour Organization (ILO, 2001) states that countries with the right mix of skills stand a better chance of becoming important locations in global markets. However, for maximum gains to emerge, the development of essential ICT skills is necessary because without

such skills, the technologies can neither be maintained nor adapted to local use. The promotion of education and literacy in general and digital literacy in particular, remains a major challenge facing most countries especially those in the developing world. ILO (2001) observes that adoption of ICT in business environments creates two types of skill needs. The first is related to the variety of foundation skills such as the ability to communicate, analyze and solve problems. The other skills relate to technical component which extends beyond the ICT sector to the economy as a whole.

The project should be the top and only priority and the workload should be manageable. As far as possible, teams should be collocated together at an assigned location to facilitate working together (Wee, 2000). The team should be given compensation and incentives for successfully completing the project on time and within the assigned budget (Wee, 2000). The team should be familiar with the business requirements and products so that they know what needs to be done to support business processes (Rosario, 2000).

The sharing of information within the company, particularly between project partners and between partnering companies is vital and requires partnership trust (Stefanou, 1999). Partnership should be managed with regular scheduled meetings. Incentives and risk sharing agreements will aid in working together to achieve similar goals (Wee, 2000).

2.5 Management Support and Technical team and Effectiveness of Border Control Systems

There is no doubt that executives play a crucial role in the process of implementing ICT investments (Kohli and Devaraj, 2004). At the same time, ICT executives' perceptions were also shown to be an excellent proxy measure for successful ICT implementation and were also found to be highly correlated with objective measures (Tallon *et al.*, 2001). Of course, a certain danger exists that ICT managers will exaggerate the role of ICT or that they will not grasp the full complexity of ICT's effects. In a study by Venkatraman and Ramanujam (1987), senior executives were asked to rate their firm's performance relative to that of their biggest competitors using a number of different performance criteria, including sales growth, net income growth and ROI. The resulting high degree of correlation between the perceptual and objective performance measures led the authors to conclude that “perceptual data from senior managers can be employed as acceptable operationalization of business economic performance” (Venkatraman

and Ramanujam, 1987). Executives' perceptions of ICT's payoffs have also been correlated with more traditional economic performance measures such as revenues, net profits and productivity (Tallon *et al.*, 1998). Of course, besides quantitative and financial effects ICT investments are also particularly important for the quality of services, customer satisfaction and market positioning, which are all relatively difficult to evaluate quantitatively.

Although perceptual measures have been widely accepted in organisational research (Lawrence and Lorsch, 1986), they have only recently begun to appear in the ICT literature. For example, DeLone and McLean (1992) argued that executives are ideally positioned to act as key informants in a qualitative assessment of ICT's impacts on their corporations. There is a twofold basis for this argument. First, as direct consumers of ICT executives can rely on personal experience when forming an overall perception of the impacts of ICT (Davis and Olson, 1985; Rockart and Flannery, 1983). Second, as business executives become more involved in ICT investment decisions they are also increasingly exposed to the views of their peers and subordinates (Natek and Lesjak, 2005). Several studies also demonstrate that executives' perceptions are the key to understanding how ICT impacts on a firm's performance (Boynton *et al.*, 1994). Within this context, Grover *et al.* (1998) used perceptual data from executives to shed light on the link between ICT diffusion, process change and productivity gains for a series of technologies. On the other hand Neely *et al.* in Pantazi and Georgopoulos (2006) suggest that companies should use the "performance prism" model in order to evaluate the value and impact of ICT, taking into account the views of stakeholders, employees and customers. Finally, Broadbent and Weill (1993) established a clear relationship between managerial perceptions of the role of ICT infrastructure, the perceived value of that infrastructure, and the ICT investment biases.

Managers require a road map for strategic adoption of ICT, but, its implementation which will inevitably be unsuccessful if the organization's culture is not properly aligned with, and supportive of an overall business strategy (Schneider, 2000). ICT implementation should become a business objective of the construction industry and should give equal prominence to technology, people and processes involved in construction projects. Only in such a scenario will it be adopted by the industry as a whole. The strategic and cultural factors are qualitative and have been studied separately through qualitative analysis.

ICT adoption by project managers and team members is defined by the factors affecting their perceptions as well as the factors affecting decision making at the organization level. Similarly, ICT adoption by an individual organization is also defined by the factors affecting ICT adoption at the industry level, since it represents its national construction industry. Thus, causal relationships between all the identified factors need to be studied. While researchers analyzing the benefits from ICT use and investment have tended to concentrate their assessment at the firm/organization level, studies at the industry level have been scarce (Ruddock, 2006)

2.6 Capability of PISCES Technical team and Effectiveness of Border Control Systems

The United Nations estimates that around 175 million persons currently reside outside the country of birth. This represents about three per cent (3%) of the world's population (IOM, 2005). This exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. The growth in international crime and illegal immigration has led to increasing concern over security of travel documents and calls for recommendations on what may be done to help improve their resistance to attack or misuse (ICAO, 2006). The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document, alteration of text in the visual or machine readable zone. This has led to the adoption of PISCES at the borders of entry to assist immigration officers in overcoming the main threats of persons travelling on counterfeit documents. PISCES program is installed together with the passport readers, camera and finger print machine. Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might be intending to come to the United States to violate our laws and endanger our safety (Jeanne A. B., 2001). Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity.

2.7 Government laws and Technical team and Effectiveness of Border Control Systems

The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Again, the evidence is sparse but it suggests that tougher enforcement is increasing the price for anyone wanting to enter the United States illegally. At the southern border, most of those

attempting to enter illegally use smugglers and the costs of entry have grown significantly (Roberts et al. 2010). But the rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement.

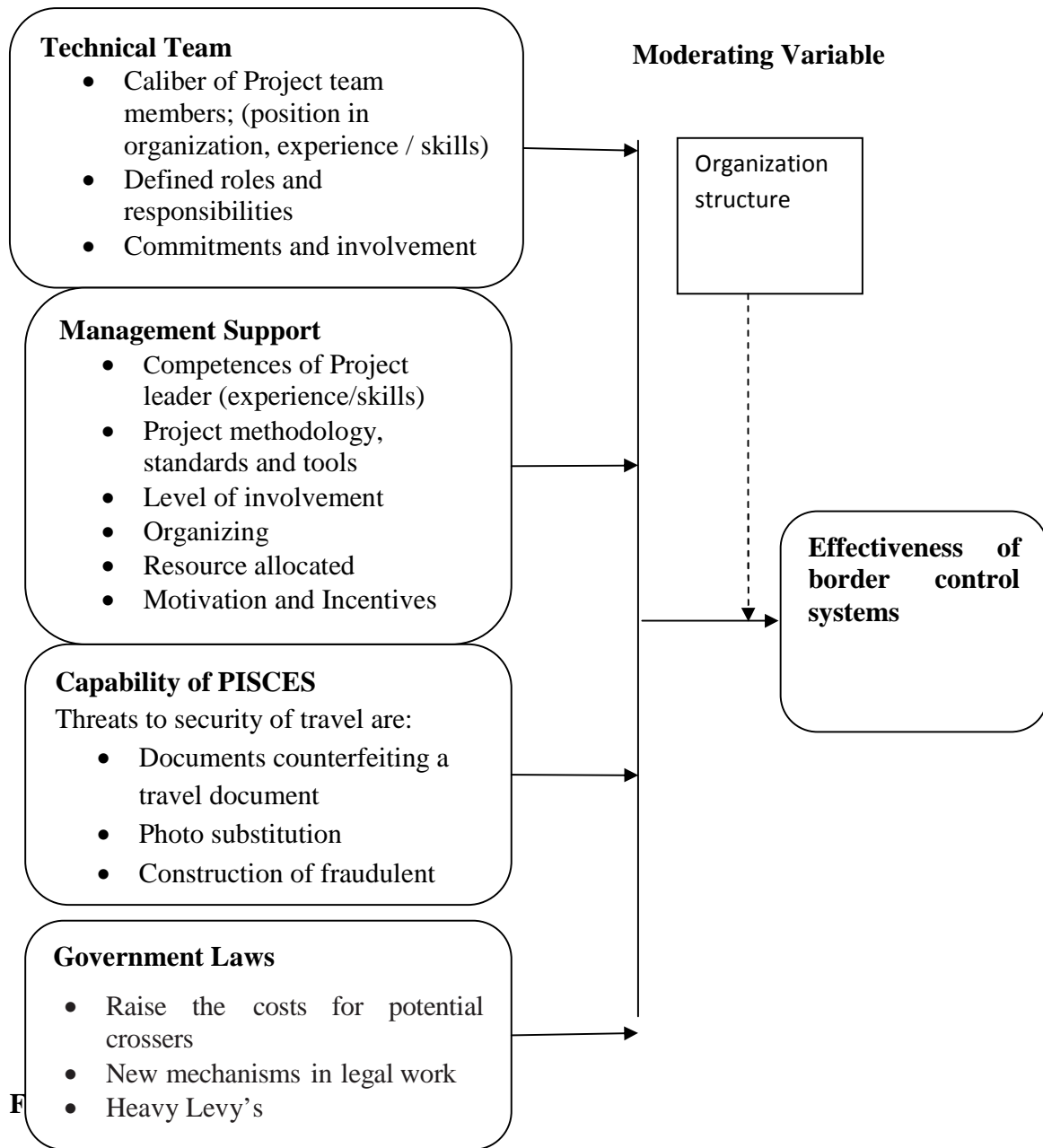
The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, especially from Mexico, is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform. The original legislation proposed by Senators John McCain and Edward Kennedy in 2005 would have authorized as many as 400,000 guest workers annually, roughly the number that came at the height of the Bracero Program in the late 1950s. Coupled with improved enforcement at the border and the workplace, there are strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. A further advantage is that the U.S. government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards of \$3,000 to a smuggler for the opportunity to enter the United States illegally would surely be willing to pay as much or more for the right to live and work here legally.

2.6 Conceptual Frame Work

The Independent variables in this research are the technical team, Management Support, Capability of PISCES and Government Laws and dependent variable is Effectiveness of border control systems

Independent Variables

Dependent Variable



2.7 Discussion of conceptual framework

The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document, alteration of text in the visual or machine readable zone. Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might be intending to come to the United States to violate our laws and endanger our safety. Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity

The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. At the southern border, most of those attempting to enter illegally use smugglers and the costs of entry have grown significantly. But the rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement. The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, especially from Mexico, is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform.

Project Teamwork and composition is important too throughout the project life cycle. The project team should consist of best people in the organization (Buckhout et al., 1999; Bingi et al., 1999; Rosario, 2000; Wee, 2000). Building a cross-functional team is also critical. Teams should have a mix of consultants and internal staff, so that internal staff can develop necessary technical skills (Sumner, 1999). Both business and technical knowledge are essential for business (Bingi et al., 1999; Sumner, 1999).

There is no doubt that executives play a crucial role in the process of implementing ICT investments (Kohli and Devaraj, 2004). At the same time, ICT executives' perceptions were also shown to be an excellent proxy measure for successful ICT implementation and were also found to be highly correlated with objective measures (Tallon et al., 2001). Executives' perceptions of ICT's payoffs have also been correlated with more traditional economic performance measures such as revenues, net profits and productivity (Tallon *et al.*, 1998). ICT implementation should

become a business objective of the construction industry and should give equal prominence to technology, people and processes involved in construction projects

2.8 Summary of the literature Review

ICT diffusion success could be perceived in terms of factors that influence technology adoption and the way in which successful adoption of technology by potential users could be sustained Peansupap and Walker (2005). They classify the factors affecting ICT diffusion in an organization as static and dynamic, where static factors, e.g. technological characteristics and communication channels, fundamentally affect initial ICT diffusion and dynamic factors, e.g. motivation, training and technical support, sustain ICT diffusion changes. People, who are a part of different project team organizations, manage projects and the project team organizations are a part of the construction industry. Thus, factors are required to be studied at the three levels of industry, organization and people and the following section summarizes the literature study for factors at these three levels.

In a survey conducted to assess the status of ICT adoption in the Australian construction industry, it was found that the annual turnover of an organization has an effect on the uptake of ICT and ICT training performance for an organization (Kajewski, Weippert, Remmers, and McFallan, 2004). Ruddock (2006) also reports that smaller firms tend to be less ICT intensive than large firms. Partly because large firms have more scope for improving communication flows within the organization and partly because large firms also invest more in ICT than small firms as ICT investment is risky and uncertain, which may be more difficult for small firms to bear. This factor highlights the relevance of the research study discussed in this paper as it studies ICT adoption by SMEs.

Liberatore et al. (2001) have identified the improved capabilities of project management (PM) software as enablers of effective ICT adoption and an area for future research. Thus, information technology (IT) tools or PM software adopted for PM processes have an effect on ICT adoption for BPM.

Using the internet as the communication platform facilitates the speedy transmission of information and also reduces the cost of communication with overseas construction sites as

compared with traditional information handling methods (Tam, 1999). Thus, increased geographical separation between project team members is an important factor driving ICT adoption for BPM.

However, it has been found difficult to evaluate these benefits (Ruddock, 2006) and many of the traditionally used appraisal approaches have been found inadequate. As a result, the investment in ICT is too often assumed to be negative since the benefits are not properly evaluated, included and weighted against the costs and risks the investment is expected to generate. It does not only have an influence on individual projects but also, in the long run, on the motivation to innovate and introduce new ICT tools in the construction industry (Dehlin and Olofsson, 2008). This aspect is a barrier for effective adoption of ICT. Some of the other identified barriers are suggested to be deficient understanding and lack of knowledge about the possibilities of ICT, unsuccessful implementation into project organizations and limitations of software functionality (Dehlin and Olofsson, 2008). Thus, in the absence of an accepted evaluation method, the benefits and barriers of effective ICT adoption are primarily perception-based and these perceived benefits and barriers determine the extent of ICT adoption by the construction industry.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology which was used in the study. It covers the research design, target population, sample design, data collection, validity and reliability of data collection instruments, data analysis techniques, and ethical considerations

3.2 Research Design

A descriptive study design was used. A case study was used to obtain an in-depth investigation of an individual, institution or phenomenon (Mugenda and Mugenda, 2003). The primary purpose of case study was to determine factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport. A descriptive study design was deemed the best design to fulfill the objectives of the study. Case study research design has the advantage of generating new understandings, explanations and is cheaper than survey and takes less time; it is for this that the study adopted a case study research design. A research design is the general plan of how one goes about answering the research question (Saunders, Lewis and Thornhill, 2000). A descriptive survey research design will be used to obtain data. This design is considered appropriate for the type of objective of this study and the implied comparative analysis to determine the factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport. This research will be both explanatory and descriptive. It is explanatory in the sense that the problem is examined with an aim of establishing the casual relationships between variables. On the other hand, it qualifies as descriptive since it sought to portray the phenomenon through describing events, situations and processes.

3.3 Target Population

According to Mugenda and Mugenda, (2003), a population can be defined as an entire set of relevant units of analysis or data. The target population of this study was 176 borders control staff from the Jomo Kenyatta International Airport.

The target population was drawn from a group of individuals who are actively involved in the borders control; namely, Senior Assistant Director, Assistant Director, Administrator, Central Supervisor, Secondary Officer and Primary officer.

Table 3.1: Target Population

Category	Population size
Senior Assistant Director	1
Assistant Director	1
Administrator	1
Central Supervisor	3
Secondary Officer	50
Primary officer	120
Total	176

3.4 Sampling Procedure and sample size

Sampling technique provides a range of methods which enables reduction of data to be collected, by focusing on data from a sub-group rather than all cases of elements. The sampling design used was non-probabilistic since it allowed for a selection of individuals who have been involved in border control systems at Jomo Kenyatta International Airport and that were best suited to answer the research question. This technique was also suitable when working with smaller samples since it catered for cases that were particularly informative.

The researcher used stratified random sampling technique to select a sample size of 55 employees from the population 176 borders control staff from the Jomo Kenyatta International Airport.. Mugenda and Mugenda, (2003), states that a sample of 30% is considered representative for a population less 500. So if the population is less or equal to 30% it is appropriate to carry out census study. The sample size is justified by 30% since it will minimize

the duplicity and redundancy of to be data obtained and the size is large enough to ensure collection of comprehensive data.

Table 3.2: Sample Population

Category	Population size	Sample size (30% of Population)
Senior Assistant Director	1	1
Assistant Director	1	1
Administrator	1	1
Central Supervisor	3	1
Secondary Officer	50	15
Primary officer	120	36
Total	176	55

3.5 Data Collection Methods

The primary data was obtained from the respondents through a structured questionnaire comprising of closed and open-ended questions.

The questionnaire was divided into 3 parts where Part A covered general demographic data of the respondents, part B consisted of questions focusing on factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport, the questionnaire used in Likert 1-5 scale, with 1 being 'to no extent at all', 2 being 'to a small extent' 3 being 'to some extent', 4 being 'to a high extent' and 5 being 'to a very high extent'.

3.6 Validity of Instruments

Joppe (2000) provides the following explanation of what validity is in quantitative research where Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bull's eye" of your research object? Researchers generally determine validity by asking a series of questions, and will often look for the answers in the research of others.

Wainer and Braun (1998) describe the validity in quantitative research as “construct validity”. The construct is the initial concept, notion, question or hypothesis that determines which data is to be gathered and how it is to be gathered. They also assert that quantitative researchers actively cause or affect the interplay between construct and data in order to validate their investigation, usually by the application of a test or other process. In this sense, the involvement of the researchers in the research process would greatly reduce the validity of a test. Data quality will be incorporated in the entire study process especially at the data collection point to include completeness of questionnaires, legibility of records and validity of responses. At the data processing point, quality control included; data cleaning, validation and confidentiality. There are three types of validity which will be addressed and stated; *Face validity* with pre-testing of survey instruments was a good way used to increase the likelihood of face validity. *Content validity* the use of expert opinions, literature searches, and pre-test open-ended questions helped to establish content validity.

3.7 Reliability of Instruments

Joppe (2000) defines reliability as the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable

The most popular methods which will be used in estimating reliability is the use of measures of internal consistency. The questionnaire was pre-tested through a pilot test with individuals from the same organizations previously involved in border control systems but not part of the sample population in the study to avoid double inclusion of pre-test participants in the main study. Their feedback helped in making vital adjustments to enhance reliability and validity of the study findings. To ascertain the reliability of the data collection instrument was examined by professionals who include researchers, supervisor and border control systems experts and modifications will be done based on the responses obtained.

3.8 Data Analysis

Data was collected, examined and checked for completeness and clarity. Descriptive statistics were used to analyze the data. Data was analyzed using tables and percentages, means and standard deviations. Statistical Package on Social Sciences version 17 was used for statistical analysis.

3.9 Ethical Consideration

Ethics are norms governing human conducts which have a significant impact on human welfare. It involves making a judgment about right and wrong behavior. Bryman (2007) states that it is the responsibility of the researcher to carefully assess the possibility of harm to research participants, and the extent that it is possible; the possibility of harm should be minimized. The researcher recognized that the issue under study was sensitive because it involved the core business of the organization. Therefore, there will be need to protect the identity of the respondents as much as possible. This means that the questionnaires did not require the respondent's names or details that may reveal their identity.

The researcher will also obtain a letter from University of Nairobi allowing to undertake the study and an introductory letter explaining the purpose of the study and Confidentiality will be upheld for all respondents.

3.10 Operational Definition of Variables

The operational definition of variables on factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport. This are given variable are given in Table 3.3

Table 3.3 Operational definition of variables

Objectives	Type of Variable	Indicators	Measurement scale	Tools of Analysis	Type of Statistics
	Independent Variables				
To assess the extent to which technical team influences on effectiveness of border control systems in controlling illegal immigrants at study of Jomo Kenyatta International Airport	Technical Team	Caliber of Project team members; (position in organization, experience / skills) Defined roles and responsibilities Commitments and involvement level	Ordinal	Mean, Percentage, mode, Standard deviation	Descriptive
To determine the influence of management support on effectiveness of border control systems in controlling illegal	Project management	Competences of Project leader (experience/skills) Project methodology, standards and tools Level of involvement	Ratio	Mean, Percentage, Standard deviation	Descriptive

immigrants at study of Jomo Kenyatta International Airport		Organizing Resource allocated (Budget, personnel) Motivation and Incentives			
To establish the influence capability of PISCES in detecting imposters on effectiveness of border control systems in controlling illegal immigrants at study of Jomo Kenyatta International Airport	Planning	Business value (increased effectiveness, efficiency and cost savings) Completion of project within time and budget Budget overruns and Abandoned projects	Ratio	Mean, Percentage, , mode, Standard deviation	Descriptive

To establish the influence government laws in detecting imposters on effectiveness of border control systems in controlling illegal immigrants at study of Jomo Kenyatta International Airport	ICT infrastructure	Clear project goals and objectives Well defined requirements Return on Investment	Ratio	Mean, Percentage, mode	Descriptive
	Dependent variable				
	Successful Implementation of ICT Projects	Financial considerations Evaluation of ICT project Application usage Support from supervisors	Ratio	Mean, Percentage, mode	Descriptive

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents data analysis, presentation and interpretation. The main objective of the study was to establish factors influencing the effectiveness of border control systems in controlling illegal immigrants. The study targeted a sample of 55 respondents from at Jomo Kenyatta International Airport who comprised of Senior Assistant Director, Assistant Director, Administrator, Central Supervisor, Secondary Officer and Primary officer. Out of the 55 questionnaires distributed 40 questionnaires were returned filled thus making a response rate of 72.7%, which is an adequate response rate for statistical reporting. According to Mugenda and Mugenda (2003), a response rate of 50% and above is a good for statistical reporting. Statistical Software for Social Sciences (SPSS) was used to generate descriptive and inferential statistics. The study findings are presented in Tables and with explanations done in prose.

4.2 Demographic Characteristics

The study sought to establish the information on the respondents employed in the study with regards to the gender, age, academic background, duration of service, and department worked. These bio data points at the respondents' appropriateness in answering the questions and also looks at the employment demographics at Jomo Kenyatta International Airport.

Table 4.3: Gender

Gender	Frequency	Percentage
Male	28	70
Female	12	30
Total	40	100

The study findings in figure above show that a majority of the respondent (70%) were male while 30% were female. The study findings show that the information collected to establish the respondents from Jomo Kenyatta International Airport employment statistics were represented by both gender.

Table 4.4: Age

Age (Years)	Frequency	Percentage
21-30	4	10
31-40	20	52
41-50	11	25
50 and above	5	13
Total	40	100

The study findings in Table above show that a majority of the respondent (52%) were aged between 31 and 40 years followed by 25% of the respondents aged between 41 and 50 years. The proportion of respondents aged 50 and above years was 13% while 10% were aged 21-30 years. The study findings show that employment statistics in Jomo Kenyatta International Airport comprises of people of different ages from youth, middle aged to old persons. The findings also reveal that most of the respondents were of the ages between 31 and 40 years and therefore had rich experiences which rendered them conversant enough with factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Table 4.5: Academic Background

Academic background	Frequency	Percentage
Certificate	4	10
Diploma	8	20
Undergraduate Degree	18	45
Postgraduate	10	25
Total	40	100

The study findings in Table above show that majority 45% of the respondents held their undergraduate degree; this was followed by 25% who had attained education upto the post graduate level. 20% of the respondents were diploma holders while 10% were certificate holders. These findings indicate majority of the Jomo Kenyatta International Airport staffs have attained undergraduate degree and postgraduate and are therefore knowledgeable enough to provide

information on factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Table 4.6: No of years worked in the present capacity

Worked in the present capacity	Frequency	Percentage
Less than 3 years	8	20
3 to 5 years	16	40
5 to 7 years	10	25
Over 7 years	6	15
Total	40	100

The results show that majority 40% of the respondents had worked for 3 to 5 years. 25% had worked for 5 to 7 years in their present capacity, 20% had worked for Less than 3 years in their present capacity while 15% had worked in their present capacity Over 7 years. This shows that majority of the respondents had worked for a 3 to 5 years and therefore had a great understanding of their role therefore they were in a position to respond effectively on factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Table 4.7: No of years working in the industry

No of years working in the industry	Frequency	Percentage
1 – 2 years	5	12.5
3 – 5 years	11	27.5
6 – 10 years	9	22.5
10 – 15 years	8	20
Over15year	7	17.5
Total	40	100

The findings indicate that majority 27.5% of the respondents had worked in the industry for a period of 3-5 years. 22.5% had worked in the industry for a period of 6-10 years, 20% had

worked in the industry for a period 10-15 years, and 17.5% had worked in the industry for a period over 15 years while 12.5% had worked in the industry for a period of 1-2 years. This shows that majority of the respondents had rich experience and were therefore in a position to respond effectively factors influencing the effectiveness of border control systems in controlling illegal immigrants.

4.3 Factors influencing the effectiveness of border control systems in controlling illegal immigrants

4.3.1 Role played in the indicated ICT project

The respondents were asked to indicate their role in the ICT project implemented for border control systems in controlling illegal immigrants. The table below shows the response rate.

Table 4.8: Role played in the indicated ICT project

Role played in the indicated ICT project	Frequency	Percentage
Project sponsor	2	5
Management representative	3	8
Project team member	13	32
Project Leader / manager	5	12
Technical expert	10	25
User representative	7	18
Total	40	100

The results show that majority of the respondents played the role of Project team member (32%). This was followed by 25% of the respondents who played the role of technical expert, 18% were User representative, 12% were Project Leader / manager, 8% were Management representative while 5% were Project sponsors.

4.4 Technical Team

The respondents were asked to rate the following factors on technical team. The study investigated the extent to which team factors affected the effectiveness of border control systems in controlling illegal immigrants. The results are shown in the table below.

Table 9: Technical Team factors

Factors Under Consideration	Mean	Standard Deviation
Necessary trainings /workshops were conducted for the team to foster team work	3.3211	0.48332
The project team members were experienced, knowledgeable and skilled for necessary for delivery of the project	4.1579	0.44521
Project team showed commitment and achieved their targets and goal in time	3.0526	0.3681
Project team was all inclusive and representative of all key stakeholders	4.2421	0.43063
Average	3.6934	0.4318

The results indicate that majority of the respondents rated Project team was all inclusive and representative of all key stakeholders to a high extent where $m = 4.1579$ and the project team members were experienced, knowledgeable and skilled for necessary for delivery of the project $m = 4.1579$. The following statement were rated to some extent $m =$ Necessary trainings /workshops were conducted for the team to foster team work and Project team showed commitment and achieved their targets and goal in time $m = 3.0526$.

4.5 Project management and Leadership

The study sought to determine the general extent to which Project management and Leadership the effectiveness of border control systems in controlling illegal immigrants. The findings are presented in table below.

Table 4.10: Project management and Leadership

Factors Under Consideration	Mean	Standard Deviation
Project team received necessary support and tools required for the project necessary to achieve their targets and goals	3.7368	0.82785
Incentives and compensation were offered to the project team for motivation and encourage towards achieving their goals / results.	3.8316	0.76704
Top management support was visible throughout the project phases	4.0737	0.58786
Top management ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets	3.8842	0.65009
Effective monitoring and evaluation process to ensure delivery of project in time and within budget	4.0421	0.52422
The project leader had a track record of success with major it projects	4.1579	0.44521
Goals and targets set out were realistic and attainable	4.1895	0.4201
Effective project management methodology and tools were used	4.0315	0.53584
Average	3.9934	0.5947

From the findings presented in table above, the respondents agreed to a high extent on the factors raised above s follows; Goals and targets set out were realistic and attainable m= 4.1895, The project leader had a track record of success with major it projects m=4.1579, Effective project management methodology and tools were used m=4.0315, Effective monitoring and evaluation

process to ensure delivery of project in time and within budget m= 4.0421. Top management support was visible throughout the project phases m= 4.0737, Top management ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets m=3.8842, Incentives and compensation were offered to the project team for motivation and encourage towards achieving their goals / results m=3.8316, Project team received necessary support and tools required for the project necessary to achieve their targets and goals m=3.7368.

4.6 Capability of PISCES

The study sought to establish how the Capability of PISCES affects the project. The results are shown in the table below.

Table 4.11: Capability of PISCES

Factors Under Consideration	Mean	Standard Deviation
The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability.	4.0261	0.6254
The growth in international crime and illegal immigration has led to increasing concern over security of travel documents	4.5125	0.3261
The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document	4.3267	0.4215
Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen	4.2257	0.7518

safety

Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity

	3.6251	0.6541
Average	4.1432	0.5557

The results show that the respondents agreed to a very high extent that the growth in international crime and illegal immigration has led to increasing concern over security of travel documents $m= 4.5125$. the respondents agreed that the main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document $m= 4.3267$, Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen safety $m= 4.2257$ and The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability $m= 4.0261$. the respondents also agreed that Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity $m= 3.6251$.

4.7 Government laws

The study further investigated on how the Government laws affect the effectiveness of border control systems in controlling illegal immigrants. The results are shown in table below.

Table 4.12: Government laws

Factors Under Consideration	Mean	Standard Deviation
The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others	4.6652	0.8625

from ever attempting illegal entry

The lack of any new mechanisms to improve legal work opportunities for low-skilled workers is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform.

4.0321 0.6251

Improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers.

4.3021 0.5312

A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the country illegally would surely be willing to pay as much or more for the right to live and work here legally

4.0987 0.6754

Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement

4.2345 0.7543

Average

4.2665 0.6897

The results show that the respondents agreed to a very high extent that The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry m= 4.6652. the respondents agreed to a high extent that improved enforcement at the border and the workplace, strong reasons to

believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. m= 4.3021, Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement m=4.2345 and A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the United States illegally would surely be willing to pay as much or more for the right to live and work here legally m= 4.0987 and The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform m= 4.0321.

4.8 Test of hypothesis

- i. H₁: There is positive effect of technical team of border control systems in controlling illegal immigrants in Kenya
- ii. H₁: The management support has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- iii. H₁: The capability of PISCES has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- iv. H₁: The existing of government laws has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya

Table4.13. Hypothesis testing

Hypothesis	Coefficient P-Values	Conclusion
H ₁ : There is positive effect of technical team of border control systems in controlling illegal immigrants in Kenya	P=0.000<=0.05	Accept H₁. Reject H₀
H ₁ : The management support has a significant influences on effectiveness of border control systems in controlling illegal	P=0.001<=0.05	Accept H₁. Reject H₀

immigrants in Kenya		
H ₁ : The capability of PISCES has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya	P=0.000<=0.05	Accept H₁. Reject H₀
H ₁ : The existing of government laws has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya	P=0.001<=0.05	Accept H₁. Reject H₀

i. Source, Researcher (2013)

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study findings discussion, conclusions and recommendations. The findings are summarized in line with the objectives of the study which was to establish the factors influencing the effectiveness of border control systems in controlling illegal immigrants.

5.2 Summary of Findings

The study established the factors influencing the effectiveness of border control systems in controlling illegal immigrants by looking at the effect of availability of technical team , Project management and Leadership, Capability of PISCES and Government laws as per the objectives and hypothesis.

Table 5.13: Summary of Findings

Objectives	Main findings
To assess the extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya	The study established that there was a technical team in place working on the project for control systems. The Project team was all inclusive and representative of all key stakeholders. The team employed were experienced, knowledgeable and skilled for necessary for delivery of the project
To determine how management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya	The project got necessary support from the management and project leaders. The project leader had a track record of success with major it projects. Goals and targets set out were realistic and attainable. Effective project management methodology and tools were used. Top management support was visible throughout the project phases. Top management ensured availability of resources (financial and human), as well as

necessary facilities to ensure that the project team meet their targets

To determine how capability of PISCES influences the effectiveness of border control systems in controlling illegal immigrants in Kenya

The growth in international crime and illegal immigration has led to increasing concern over security of travel documents. The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, and construction of fraudulent document. Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen safety. The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability.

To determine how government laws influences the effectiveness of border control systems in controlling illegal immigrants in Kenya

The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement.

5.3 Discussion

Discussion of findings is presented as follows:

5.3.1 Technical Team

The study established that there was a technical team in place working on the project for control systems. Project Teamwork and composition was found to be very important throughout the

project life cycle. The project consisted of best people in the organization who have the right skills and knowledge. They also had business and technical knowledge which are essential in effecting a good control system which will be effective. It emphasizes on the importance of information and communications technologies (ICTs) as powerful tools for socio-economic development. Pervasive use of ICT in the economy depends on well-trained human resources for developing relevant applications, supporting and maintaining systems. Investment in human capital, research and development is becoming increasingly recognized as a critical factor in preparing citizens to participate in the digital age.

5.3.2 Project management and Leadership

Executives play a crucial role in the process of implementing ICT investments. , ICT executives' perceptions were also shown to be an excellent proxy measure for successful ICT implementation and were also found to be highly correlated with objective measures. The project leader had a track record of success with major it projects and goals and targets set out were realistic and attainable. Top management support was visible throughout the project phases they ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets and also made sure there was an effective monitoring and evaluation process to ensure delivery of project in time and within budget.

5.3.3 Capability of PISCES

The study revealed that the world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. The growth in international crime and illegal immigration has led to increasing concern over security of travel documents. The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, and construction of fraudulent document. This has led to the adoption of PISCES at the borders of entry to assist immigration officers in overcoming the main threats of persons travelling on counterfeit documents. PISCES program is installed together with the passport readers, camera and finger print machine. Current immigration law provides the government with extraordinary powers to deny admission to any person believe might be intending to come to and violate the laws and endanger our safety.

5.3.4 Government laws

The study results show that the purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the country illegally would surely be willing to pay as much or more for the right to live and work here legally. Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement.

5.4 Conclusion

Concerns about illegal immigration have overlapped with public safety and national security considerations, including efforts to prevent the inflow of illegal drugs and other contraband, terrorists, and weapons of mass destruction.¹¹ Enforcement to combat these diverse illicit flows inevitably converges at international borders, partly because transnational criminals and other mala fide actors seek to exploit the geographic and jurisdictional complexity that borders create.

Nonetheless, while policies to combat different illegal flows share some common features, each of these security tasks may demand a unique mix of policy tools, and lawmakers may set different standards for successful enforcement outcomes in each area. The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Again, the evidence is sparse but it suggests that tougher enforcement is increasing the price for anyone wanting to enter the country illegally. But the rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement. The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, especially from Kenya, is one of the most unfortunate consequences of the failure by the project to pass comprehensive immigration

reform. Coupled with improved enforcement at the border and the workplace, there are strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers.

One way to use apprehensions data to gauge the effectiveness of border enforcement would be to compare apprehensions to the total number of illegal border crossers (i.e., successful illegal entrants), and thus describe the proportion of border crossers that is apprehended.¹⁰⁹ Precise estimates of how many aliens successfully evade capture and enter the country illegally do not exist, however. Most numbers cited are based on changes in the estimated unauthorized alien.

Moreover, changes in the total unauthorized population do not correlate precisely with successful illegal entries for two reasons. First, not all unauthorized aliens enter the country illegally; previous research suggests that between one-third and one-half enter the country legally and overstay their visas. For this reason, changes in the total unauthorized population *over-estimate* the number of illegal border crossers. Second, annual data on the total unauthorized population do not account for unauthorized migrants who enter the country, stay temporarily, and then leave. Because some unauthorized migrants leave the country (including as a result of being deported), and some may leave and re-enter multiple times, changes in the total unauthorized population also *under-estimate* the number of people successfully entering the country each year.

5.5 Recommendations

This evidence indicates that current border enforcement policies that cause migrants to cross through remote areas and have increased reliance on smugglers, may underlie some of the correlation between apprehensions and violent crime. Future work should look more carefully into the factors that determine the correlation between immigration policy and conditions on the border.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

SIMIYU RAMAH EMMANUEL

P.O BOX 30191- 00100

NAIROBI

Dear Sir/Madam,

RE: REQUEST FOR YOUR PARTICIPATION IN M.A. RESEARCH PROJECT

I am a student at the University of Nairobi pursuing a Master of Arts degree in Project Planning and Management. As part of my coursework, I am required to carry out and submit a research project report on the **FACTORS INFLUENCING THE EFFECTIVENESS OF BORDER CONTROL SYSTEMS IN CONTROLLING ILLEGAL IMMIGRANTS. A CASE STUDY OF JKIA**

.

To achieve this objective, I kindly request for your assistance in completing the attached copy questionnaire. I assure you the information you provide is purely for academic purposes and will be treated with utmost confidentiality. Should the finding of this Research Project be of interested to you or your organization, a copy would be available at the University of Nairobi Library.

Yours faithfully,

SIMIYU RAMAH EMMANUEL

APPENDIX 2: QUESTIONNAIRE

Instructions

Please tick (✓) the box that matches your answer or fill the space provided

PART A: General Information

Date

1) What is your gender? (tick one)

Male

Female

2) Age(tick one)

20 -30

21 -30

31- 40

40 and above

3) What is your academic background?

Certificate

Diploma

Undergraduate

Postgraduate

4) How long have you been working in your present capacity?

Less than 3 years

3 to 5 years

5 to 7 years Over 7 years

5) Kindly indicate your position / title in the organization?

6) How long have you worked for the industry?

1 – 2 years () 6 – 10 years () Over15year ()

3 – 5 years () 10 – 15 years ()

PART B:

The questionnaire seeks to find out factors considered important in the implementation ICT projects.

1. What was your role in the indicated ICT project?

- a. Project sponsor []
- b. Management representative []
- c. Project team member
 - i. Project Leader / manager []
 - ii. Technical expert []
 - iii. User representative []
 - iv. Any other specify _____

PART C:

Using a Likert 1-5 scale, with 1 being ‘to no extent at all’, 2 being ‘to a small extent’ 3 being ‘to some extent’, 4 being ‘to a high extent’ and 5 being ‘to a very high extent’, to what extent were the following factors considered important in the implementation of ICT projects in your organization? Please tick (✓) all as appropriate

Technical Team

Factors Under Consideration	1	2	3	4	5
Necessary trainings /workshops were conducted for the team to foster team work					
The project team members were experienced, knowledgeable and skilled for necessary for delivery of the project					
Project team showed commitment and achieved their					

Factors Under Consideration	1	2	3	4	5
targets and goal in time					
Project team was all inclusive and representative of all key stakeholders					

Project management and Leadership

Factors Under Consideration	1	2	3	4	5
Project team received necessary support and tools required for the project necessary to achieve their targets and goals					
Incentives and compensation were offered to the project team for motivation and encourage towards achieving their goals / results.					
Top management support was visible throughout the project phases					
Top management ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets					
Effective monitoring and evaluation process to ensure delivery of project in time and within budget					
The project leader had a track record of success with major it projects					
Goals and targets set out were realistic and attainable					
Effective project management methodology and tools were used					

Capability of PISCES

Factors Under Consideration	1	2	3	4	5
The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability.					
The growth in international crime and illegal immigration has led to increasing concern over security of travel documents					
The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document					
Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen safety					
Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity					

Government laws

Factors Under Consideration	1	2	3	4	5
The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever					

Factors Under Consideration	1	2	3	4	5
Attempting illegal entry					
The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, , is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform.					
improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers.					
A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the United States illegally would surely be willing to pay as much or more for the right to live and work here legally					
Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement					

.....

.....

Thank you for your time and cooperation

**FACTORS INFLUENCING THE EFFECTIVENESS OF BORDER CONTROL
SYSTEMS IN CONTROLLING ILLEGAL IMMIGRANTS: A CASE STUDY OF JOMO
KENYATTA INTERNATIONAL AIRPORT, NAIROBI KENYA**

**BY
SIMIYU RAMAH EMMANUEL**

**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF ARTS
IN PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI.**

2013

DECLARATION

This Research project report is my original work and has not been presented for a degree award in this or any other University.

SIGNATURE:

DATE:

SIMIYU RAMAH EMMANUEL

L50/65315/2010

This Research project report has been examined and passed with my approval as University Supervisor.

SIGNATURE:

DATE:

Mr. Johnbosco Kisimbii

Lecturer,

Department of Extra Mural Studies

University of Nairobi

DEDICATION

This project report is dedicated to my family and all those who supported in the completion of this project writing. Thank you and God bless you abundantly.

ACKNOWLEDGMENTS

It has been an exciting and instructive study period in the University of Nairobi and I feel privileged to have had the opportunity to carry out this study as a demonstration of knowledge gained during the period studying for my master's of arts degree. With these acknowledgments, it would be impossible not to remember my supervisor Mr. Johnbosco Kisimbii for his guidance, lecturers who taught me during first year of study and my classmates for their support and those who in one way or another, directly or indirectly, played a role in the realization of this research project like Purity Karani, Richard Emoru, Jane Misiko, Vincent Obuya, Masese Richard and Fredrick Wesonga. Let me, therefore, thank them all equally.

Firstly, I am indebted to the all-powerful God for all the blessings he showered on me and for being with me throughout the study. Finally, I take this opportunity to express my deep gratitude to the lasting memory of my loving family, and friends who are a constant source of motivation and for their never ending support and encouragement during writing of the project.

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LIST OF ABBREVIATIONS AND ACRONYMS

BCMS	Border Control Management System
CRS	Congressional Research Service
CUTE	Common Use Terminal Equipment
GAO	General Accounting Office
ILO	International Labour Organization
ICTs	Information and Communications Technologies
IT:	Information Technology
JKIA:	Jomo Kenyatta International Airport

ABSTRACT

The aim of this study was to investigate factors influencing the effectiveness of border control systems in controlling illegal immigrants. Effective border management at the points of entry enhances security of the country. At the points of entry is where persons travelling on forged documents, lost passports, drug traffickers, terrorists, human traffickers are identified. There are three main outcomes of border security that contribute to preventing illegal migration, and they reflect fundamental border-security capabilities of interdiction, deterrence, and networked intelligence. In many ways, the outcomes mirror the drug-control outcomes, but some important differences arise that require careful consideration. The objectives of the study are to assess the extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya, To determine how management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya, To determine how capability of PISCES influences the effectiveness of border control systems in controlling illegal immigrants in Kenya and To determine how government laws influences the effectiveness of border control systems in controlling illegal immigrants in Kenya. A descriptive study design is the best design to be used to fulfill the objectives of the study. The research used simple random sampling methods by selecting a given number of subjects from a defined population as representative of that population. The researcher used stratified random sampling technique to select a sample size of 55 employees from the population 176 borders control staff from the Jomo Kenyatta International Airport. Data was collected, examined and checked for completeness and clarity. Descriptive statistics was used to analyze the data. Data was analyzed using tables, percentages, means and standard deviations. Statistical Package on Social Sciences version 17 was used in statistical analysis. The study provides data to assist researchers, development practitioners, academicians, policy makers, planners and programme implementers as well a larger society in reducing violent behavior. The study established that there was a technical team in place working on the project for control systems. Project Teamwork and composition was found to be very important throughout the project life cycle. It was also revealed that the world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. Another finding is that the world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. The study results show that the purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Hundreds of millions of travellers cross international borders every year. For government border management agencies, it is important to know the identities of each and every one in order to protect national security and identify travellers of interest (Sita, 2010). Effective border control systems produces positive self-esteem in workers and enhanced national security. However, on the other hand lack of border control systems results in low productivity due to lack of monitoring and evaluation procedures and lack of confidence in making decisions. Decisions at the points of entry should be made faster, accurate in order to reduce the impacts of illegal immigration to Kenyan citizens. The ability to manage the border effectively has great impact on the number of visitors arriving and leaving at the points of entry (Kasimis and Kassimi, 2004).

There has long been a debate over the relationship between legal work programs and illegal immigration. From 1942 to 1964, the United States permitted several hundred thousand young Mexican men to come seasonally for work, most in the agricultural industry, under what was known as the Bracero Program. At its peak more than 400,000 agricultural workers came each year. In the absence of enforcement, the program did little to discourage illegal immigration; many farmers had the choice of hiring braceros or unauthorized workers, and one consequence was poor wage and working conditions for both. Those concerns led to the Bracero scheme being abolished in 1964 (Martin, 2003). Whatever the problems with the Bracero Program, however, the number of illegal entries from Mexico began to rise immediately after it was ended and continued to increase steadily throughout the following decades.

Declining emigration and increasing return migration of Greeks created a positive migration balance in Greece in the 1970s. Immigration then grew at the beginning of the 1980s when a small number of Africans, Asians, and Poles arrived and found work in construction, agriculture, and domestic services (Glytsos and Katseli, 2005). Nevertheless, immigration at that time was still limited in size. In 1986, there were a total of about 90,000 immigrants in the country, one-third of whom were from Europe (Kasimis and Kassimi, 2004). In 1991, the number of

registered "foreigners" (as they are officially referred to in Greece) had grown to 167,000 out of a total population of 10,259,900. The Greek government was unprepared to receive such a large number of immigrants over such a relatively short period of time, and it has struggled with how best to deal with the integration of this population. Though the government has adopted, over the years, limited regularization procedures that would legalize certain unauthorized immigrants largely in response to pressure from constituents and human-rights organizations nearly half of the total estimated immigrant population remains unauthorized today. Regarding other forms of immigrant integration, the government has still not crafted a satisfactory institutional framework nor adopted a specific integration policy.

According to Lyberaki (2008), border control systems offers a suite of complete end-to-end solutions that enhances border security while also allowing seamless and efficient passenger and goods processing at border control checkpoints. These solutions addresses the document processing needs for both arriving and departing travelers as well as goods processing for verification and taxation at all border processing points whether at land, air or sea. Key benefits realized are the comprehensive prevention of identity theft and misuse, the elimination of document fraud and impersonation, as well as the accurate tracking of the history of movement of goods and people into and out of a country's border crossings. The use of border control systems plays a great role in controlling illegal immigration into the country (Kasimis and Kassimi, 2004).

Effective border management at the points of entry enhances security of the country. At the points of entry is where persons travelling on forged documents, lost passports, drug traffickers, terrorists, human traffickers are identified (Lyberaki, 2008). Prior to the use of PISCES, processing of passengers was done manually, decision making was slow and the system was not effective.

Jomo Kenyatta International Airport, formerly called Embakasi Airport and Nairobi International Airport, is Kenya's largest aviation facility, and the busiest airport in East Africa. It is the sixth-busiest airport in Africa. The airport is named after the first Kenyan prime minister and president, Jomo Kenyatta. Kenyatta airport is located in Embakasi, a suburb to the south-east of

Nairobi. The airport is situated 15 kilometres (9 mi) from Nairobi's Central Business District, and at the edge of the city's built up area. The Mombasa Highway runs adjacent to the airport, and is the main route of access between Nairobi and the airport; a rail link is planned. The airport is the main hub of Kenya Airways, JetLink Express and Fly540. Jomo Kenyatta airport is served by a single Runway 06/24. Runway 06 is ILS-equipped, and is used for take-offs and landings. The airport is served by one terminal building constructed in the 1970s. The former "Embakasi" terminal, now used for cargo and for a Kenya Air Force training facility, was constructed before the 1960s. Jomo Kenyatta International Airport's terminal has 3 units that cater for both arrivals and departures. Units 1 and 2 are mainly used for international flights whereas unit 3 is mainly used for domestic flights.

Department of Immigration Service is a service delivery organization that mainly deals with the issuance of passports and other travel documents to Kenyan citizens, control and regulation of entry and exit of persons, investigation and prosecution of all immigration related offences, issuance of permits to foreigners, issuance of visas to persons intending to visit the country among others. All these activities require a prior check before one is issued with the document he/she is applying for. Departing passengers check-in through units 1 and 2 depending on their destinations. Both units have airline check-in counters that operate on a Common Use Terminal Equipment (CUTE) system and immigration desks at the ground floor where passengers are cleared before they proceed to the departure lounge in the first floor via escalators or lifts. There are eight departure gates used to board aircraft via boarding bridges. Arriving international passengers enter via the same gates into a concourse which leads to immigration counters at the first floor before coming to the baggage hall situated in the ground floor. The baggage hall is well served with baggage conveyor belts.

1.2 Statement of the problem

An effective border management is important in every country and can have a significant effect in supporting economic development through efficient processing systems. Immigration reform should be a matter of national priority. They should aim at enhancing the measures of reducing illegal entry into Kenya as well as reduce the current population of unlawfully present persons. Illegal immigrants hurts poor Kenyans when terrorists strikes, commits crimes, takes over jobs

that Kenyans can do and strains the security facilities such as health, education and increase in population. The role of border security can be understood better by thinking about overlapping aspects of the phenomenon. The demand for drugs is affected by education, treatment and incarceration of addicts, punishment for usage, and the price charged for drugs, among other things. Supply is affected by the profitability of drug trading and such disincentives as risk. Some kinds of risk merely result in tactical changes, which may drive up the price charged but do not really affect incentives. Other kinds of risk, such as direct threats to drug leaders of incarceration, having their financial assets frozen, and having their travel and residency locations severely limited, are disincentives that may deter activities perhaps causing a scale-down of attempted traffic or a shift to other forms of crime. Border control can affect operational risk, forcing tactical changes that at least add cost and reduce demand, and that may be so troublesome as to have a deterrent effect. However, despite the strategy adopted by immigration department in using PISCES to determine admissibility of foreigners into the country, there are many illegal immigrants that are in the country. Kenya is still facing a steady increase in the number of illegal immigrants residing in the country. Border control is vital to the security of the nation and its citizens. The threat of international terrorism, worldwide illegal immigration and refugee problems, drug and arms smuggling are issues of that concerns states. Therefore, all states in the world look at measures to increase security at their borders. They apply different organizations and methods to protect their borders. But the main resources are technology and personnel. Therefore, increasing border security is only possible by increasing resources or improving methods. On the other hand, increasing resources causes significant financial costs. The overall research problem addressed in this study is that despite the installation of PISCES at the entry points in Kenya, little has been done to analyze the factors influencing the effectiveness of border control systems in controlling illegal immigrants.

1.3 Purpose of the study

The purpose of this study was to find out the factors influencing the effectiveness of border control systems in controlling illegal immigrants

1.4 Research Objectives

The objectives of the study were:

- i. To assess the extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya
- ii. To determine how management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya
- iii. To determine how capability of PISCES influences the effectiveness of border control systems in controlling illegal immigrants in Kenya
- iv. To determine how government laws influences the effectiveness of border control systems in controlling illegal immigrants in Kenya

1.5 Research Questions

The research questions addressed by the study were:

- i. What is extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya?
- ii. How does management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya?
- iii. How capability of PISCES does influence the effectiveness of border control systems in controlling illegal immigrants in Kenya?
- iv. How government laws do influences the effectiveness of border control systems in controlling illegal immigrants in Kenya?

1.6 Research Hypothesis

The research hypotheses tested by the study were:

- i. The availability of technical team has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- ii. The management support has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- iii. The capability of PISCES has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya

- iv. Government laws has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya

1.7 Significance of the study

The study was foremost to assist border management in Kenya in monitoring movement of persons, capture data, enable detection of undesirable persons into the country and increase installation of the system in places where it was not being used.

Most importantly, it helped the policy makers within public and private sector to identify crucial areas in their organizations and make appropriate decisions to ensure factors influencing the effectiveness of border control systems in controlling illegal immigrants. Also, through this study leaders and managers in state corporations may learn and make responsible strategic plans and policy decisions.

The findings from the study may particularly be useful in providing additional knowledge to existing and future organizations on factors influencing the effectiveness of border control systems in controlling illegal immigrants. This study may also be beneficial to all state corporations both large and small since they would enhance the realization of border control systems in controlling illegal immigrants. The findings may also provide a useful reference document to stake holders on border control systems in controlling illegal immigrants and academic institutions in their endeavors to formulate work plan to meet the performance. Scholars, students and other researchers may also find the study helpful to identify further areas of research built on the findings of this research. The study may be a source of reference material for future researchers on other related topics; it may also help other academicians who undertake the same topic in their studies.

1.8 Scope of the study

The study was confined to Jomo Kenyatta International Airport and was to involve workers in border control systems and was to offer an opportunity for a rich source of data. The researcher was to have significant knowledge of the organizations and was known to some of the staff making it easier to collect the necessary information.

1.9 Limitation of the study

The researcher encountered un-cooperative respondents who do not understand the significance of the research and the researcher explained to them the importance of this study and the way it may assist their working lives in the organization. Due to the organizations rigid policies, the respondents might not be free in answering the questions posed to them for fear of victimization by the authorities. This was overcome by assuring the staff that the study was used anywhere else or by somebody else except for academic purposes. The study was also carried out for a short time.

1.10 Basic assumptions of the study

The study makes the following assumptions in this study; the respondents was be honest and truthful when answering the questions that some governments that may sponsor terrorism can issue genuine documents to illegal immigrants under different identity and makes it impossible for the system to detect them. Government agencies are responsible for providing information to be entered into the system early enough to enable the system to intercept those that are on the alert list, where it is late the system was not detected. The system alone is not complete; the integrity of the users must be above board.

1.11 Definition of significant terms

The definitions of significant terms used in the study are given below.

Border: refers to national borders of Kenya and includes the ports of entry, coastlines and the outer margin of territorial waters

Entry: means admission into Kenya at a designated port of entry on the basis of authority to do so validly granted under the Kenya Citizenship and Immigration Act, 2011

Management Support Refers to the active participation and commitment of organizational top leadership in the management, review and evaluation of ICT projects. This includes; provision of required resources, timely decision making, establishment of a project steering committees and a formal process of project evaluation.

Port: designated place where a person has to report before he or she may move, sojourn, enter, exit or remain within the country

Project Management: This refers to a group or individuals tasked with the overall responsibility for the management and delivery of a project within budget, time and scope.

Project Team and Composition Refers to teams whose members usually belong to different groups, functions and are assigned to activities for the same project and reflects - a range of professional expertise. Usually project teams are only used for a defined period of time

1.12 Organization of the Study

Chapter one of the study contains introduction, giving a background of the study while putting the topic of study in perspective. It gives the statement of the problem and the purpose of study. This chapter outlines the objectives, limitations, delimitations and the assumptions of the study.

Chapter two gives scholars' work on Information Communication Technology projects, Information Technology (IT) project management process, Integration of innovation diffusion theory with change management, Success factors for ICT projects and empirical review. It also outlines conceptual framework variables.

Chapter three consists of research methodology which was be used in the study. It covers the research design, target population, sample design, data collection, validity and reliability of data collection instruments, data analysis techniques, and ethical considerations.

Chapter four presents data analysis, presentation and interpretation. The main objective of the study was to establish factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Chapter five presents a summary of the study findings discussion, conclusions and recommendations. The findings are summarized in line with the objectives of the study which was to establish the factors influencing the effectiveness of border control systems in controlling illegal immigrants.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers other scholars work on Information Communication Technology projects , Information Technology (IT) project management process, Integration of innovation diffusion theory with change management, Success factors for ICT projects and empirical review. It also discusses conceptual framework variables

2.2 Border Control Systems

There are mainly three kinds of organization that countries apply to protect their land borders. One of them is giving this task to the Army. This method is used in our country and in our neighbor countries. The second method is performing this task by state organizations rather than Army. These organizations are under the control of civil administration. An example of this method is U.S. Border Patrol organization that is under the control of Immigration and Naturalization Service of Department of Justice. Sometimes these organizations are supported by Army. The third method is execution of this task by Police Forces. At wartime, these forces are under the operational control of the Army. But at the peacetime, they are under the control of the Ministry of Home Affairs. This method is applied in India and this organization is called as Border Security Force. (Dehlin S. and Olofsson T., 2008)

As seen, when the border security is the subject under concern, the main ministries, departments and armed forces of the states have responsibilities for security of country borders. Therefore, besides much news those are related with border security of countries from all around the world such as declarations of researches for more secure borders or precautions and results of precautions in both technological and organizational issues, we meet some official reports related with border security.

There are several reports of GAO (General Accounting Office is the investigative arm of Congress in U.S.) and CRS (Congressional Research Service) related with border control and security. In their CRS report (June 18, 2001), William J. Krouse (Analyst in Social Legislation;

Domestic Social Policy Division) and Raphael F. Perl (Specialist in International Affairs; Foreign Affairs, Defense, and Trade Division) explain the importance of border security and propose some options to prevent illegal entry into the United States.

In GAO reports, after making studies about border security, precautions are proposed and results of precautions are evaluated. As precautions for strengthening the border, (1) concentrating personnel and technology resources, starting first with the sectors with the highest level of illegal infiltration activity and moving to the areas with the least activity, (2) making maximum use of physical barriers to deter entry along the border, (3) increasing the proportion of time Border Patrol agents spent on border control activities and (4) identifying the appropriate quantity and mix of technology and personnel needed to control the border, are proposed in some parts of GAO reports.

2.3 Effectiveness of Border Control Systems

There are three main outcomes of border security that contribute to preventing illegal migration, and they reflect fundamental border-security capabilities of interdiction, deterrence, and networked intelligence. In many ways, the outcomes mirror the drug-control outcomes, but some important differences arise that require careful consideration. The first outcome is to intercept migrants transiting illegally across the border. Migrants intercepted while transiting illegally return to their source country voluntarily, return to their source country involuntarily after court proceedings or coordination with their source country, or disappear into the resident population while they wait without detention for a court appearance or removal. Migrants who return to their source country, under whatever circumstances, might or might not attempt illegal migration again. These different ways an interdiction might resolve distinguish illegal migration from drug smuggling. Intelligence on drug usage, such as testing of arrested suspects or local market survey of the purity and availability of drugs, can be used to estimate the effectiveness of border controls (Burton, S. and Steane, P., 2004).

Efficient border controls protect the safety of passengers and air traffic and make an important contribution to the fight against international terrorism and illegal immigrants. G&D's Border Control Management System (BCMS), which embraces all relevant border control processes, has been developed to meet these challenging requirements. It has been specifically designed to

process ICAO-compatible travel documents. These include machine-readable travel documents, e-passports and e-ID cards with chips or visas.

G&D systems automatically scan biometric data such as fingerprints and ISO facial images and compare them with the data stored on the document chip. In addition, the systems provide a comprehensive database of information about arrivals and departures or transit data. The BCMS also automatically checks the passenger's personal data and the travel document's expiration date. What is more, the solutions can be connected to external databases, both national and international, such as Interpol and Europol wanted lists (Delone, and McLean, 1992)..

2.4 Technical team and Effectiveness of Border Control Systems

Project Teamwork and composition is important too throughout the project life cycle. The project team should consist of best people in the organization (Buckhout et al., 1999; Bingi et al., 1999; Rosario, 2000; Wee, 2000). Building a cross-functional team is also critical. Teams should have a mix of consultants and internal staff, so that internal staff can develop necessary technical skills (Sumner, 1999). Both business and technical knowledge are essential for business (Bingi et al., 1999; Sumner, 1999).

The importance of information and communications technologies (ICTs) as powerful tools for socio-economic development is now widely acknowledged not only among large corporations but small business enterprises as well. However, for ICT to be effectively deployed as engines of economic development existing IT skills gap both in developed and developing countries must be addressed. The Digital Opportunity Task Force (DOT FORCE, 2002) emphasizes human resources development through systematic training and education as critical if countries have to reap digital dividends. Additionally, pervasive use of ICT in the economy depends on well-trained human resources for developing relevant applications, supporting and maintaining systems. Moreover, investment in human capital, research and development is becoming increasingly recognized as a critical factor in preparing citizens to participate in the digital age. The International Labour Organization (ILO, 2001) states that countries with the right mix of skills stand a better chance of becoming important locations in global markets. However, for maximum gains to emerge, the development of essential ICT skills is necessary because without

such skills, the technologies can neither be maintained nor adapted to local use. The promotion of education and literacy in general and digital literacy in particular, remains a major challenge facing most countries especially those in the developing world. ILO (2001) observes that adoption of ICT in business environments creates two types of skill needs. The first is related to the variety of foundation skills such as the ability to communicate, analyze and solve problems. The other skills relate to technical component which extends beyond the ICT sector to the economy as a whole.

The project should be the top and only priority and the workload should be manageable. As far as possible, teams should be collocated together at an assigned location to facilitate working together (Wee, 2000). The team should be given compensation and incentives for successfully completing the project on time and within the assigned budget (Wee, 2000). The team should be familiar with the business requirements and products so that they know what needs to be done to support business processes (Rosario, 2000).

The sharing of information within the company, particularly between project partners and between partnering companies is vital and requires partnership trust (Stefanou, 1999). Partnership should be managed with regular scheduled meetings. Incentives and risk sharing agreements will aid in working together to achieve similar goals (Wee, 2000).

2.5 Management Support and Technical team and Effectiveness of Border Control Systems

There is no doubt that executives play a crucial role in the process of implementing ICT investments (Kohli and Devaraj, 2004). At the same time, ICT executives' perceptions were also shown to be an excellent proxy measure for successful ICT implementation and were also found to be highly correlated with objective measures (Tallon *et al.*, 2001). Of course, a certain danger exists that ICT managers will exaggerate the role of ICT or that they will not grasp the full complexity of ICT's effects. In a study by Venkatraman and Ramanujam (1987), senior executives were asked to rate their firm's performance relative to that of their biggest competitors using a number of different performance criteria, including sales growth, net income growth and ROI. The resulting high degree of correlation between the perceptual and objective performance measures led the authors to conclude that “perceptual data from senior managers can be employed as acceptable operationalization of business economic performance” (Venkatraman

and Ramanujam, 1987). Executives' perceptions of ICT's payoffs have also been correlated with more traditional economic performance measures such as revenues, net profits and productivity (Tallon *et al.*, 1998). Of course, besides quantitative and financial effects ICT investments are also particularly important for the quality of services, customer satisfaction and market positioning, which are all relatively difficult to evaluate quantitatively.

Although perceptual measures have been widely accepted in organisational research (Lawrence and Lorsch, 1986), they have only recently begun to appear in the ICT literature. For example, DeLone and McLean (1992) argued that executives are ideally positioned to act as key informants in a qualitative assessment of ICT's impacts on their corporations. There is a twofold basis for this argument. First, as direct consumers of ICT executives can rely on personal experience when forming an overall perception of the impacts of ICT (Davis and Olson, 1985; Rockart and Flannery, 1983). Second, as business executives become more involved in ICT investment decisions they are also increasingly exposed to the views of their peers and subordinates (Natek and Lesjak, 2005). Several studies also demonstrate that executives' perceptions are the key to understanding how ICT impacts on a firm's performance (Boynton *et al.*, 1994). Within this context, Grover *et al.* (1998) used perceptual data from executives to shed light on the link between ICT diffusion, process change and productivity gains for a series of technologies. On the other hand Neely *et al.* in Pantazi and Georgopoulos (2006) suggest that companies should use the "performance prism" model in order to evaluate the value and impact of ICT, taking into account the views of stakeholders, employees and customers. Finally, Broadbent and Weill (1993) established a clear relationship between managerial perceptions of the role of ICT infrastructure, the perceived value of that infrastructure, and the ICT investment biases.

Managers require a road map for strategic adoption of ICT, but, its implementation which will inevitably be unsuccessful if the organization's culture is not properly aligned with, and supportive of an overall business strategy (Schneider, 2000). ICT implementation should become a business objective of the construction industry and should give equal prominence to technology, people and processes involved in construction projects. Only in such a scenario will it be adopted by the industry as a whole. The strategic and cultural factors are qualitative and have been studied separately through qualitative analysis.

ICT adoption by project managers and team members is defined by the factors affecting their perceptions as well as the factors affecting decision making at the organization level. Similarly, ICT adoption by an individual organization is also defined by the factors affecting ICT adoption at the industry level, since it represents its national construction industry. Thus, causal relationships between all the identified factors need to be studied. While researchers analyzing the benefits from ICT use and investment have tended to concentrate their assessment at the firm/organization level, studies at the industry level have been scarce (Ruddock, 2006)

2.6 Capability of PISCES Technical team and Effectiveness of Border Control Systems

The United Nations estimates that around 175 million persons currently reside outside the country of birth. This represents about three per cent (3%) of the world's population (IOM, 2005). This exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. The growth in international crime and illegal immigration has led to increasing concern over security of travel documents and calls for recommendations on what may be done to help improve their resistance to attack or misuse (ICAO, 2006). The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document, alteration of text in the visual or machine readable zone. This has led to the adoption of PISCES at the borders of entry to assist immigration officers in overcoming the main threats of persons travelling on counterfeit documents. PISCES program is installed together with the passport readers, camera and finger print machine. Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might be intending to come to the United States to violate our laws and endanger our safety (Jeanne A. B., 2001). Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity.

2.7 Government laws and Technical team and Effectiveness of Border Control Systems

The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Again, the evidence is sparse but it suggests that tougher enforcement is increasing the price for anyone wanting to enter the United States illegally. At the southern border, most of those

attempting to enter illegally use smugglers and the costs of entry have grown significantly (Roberts et al. 2010). But the rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement.

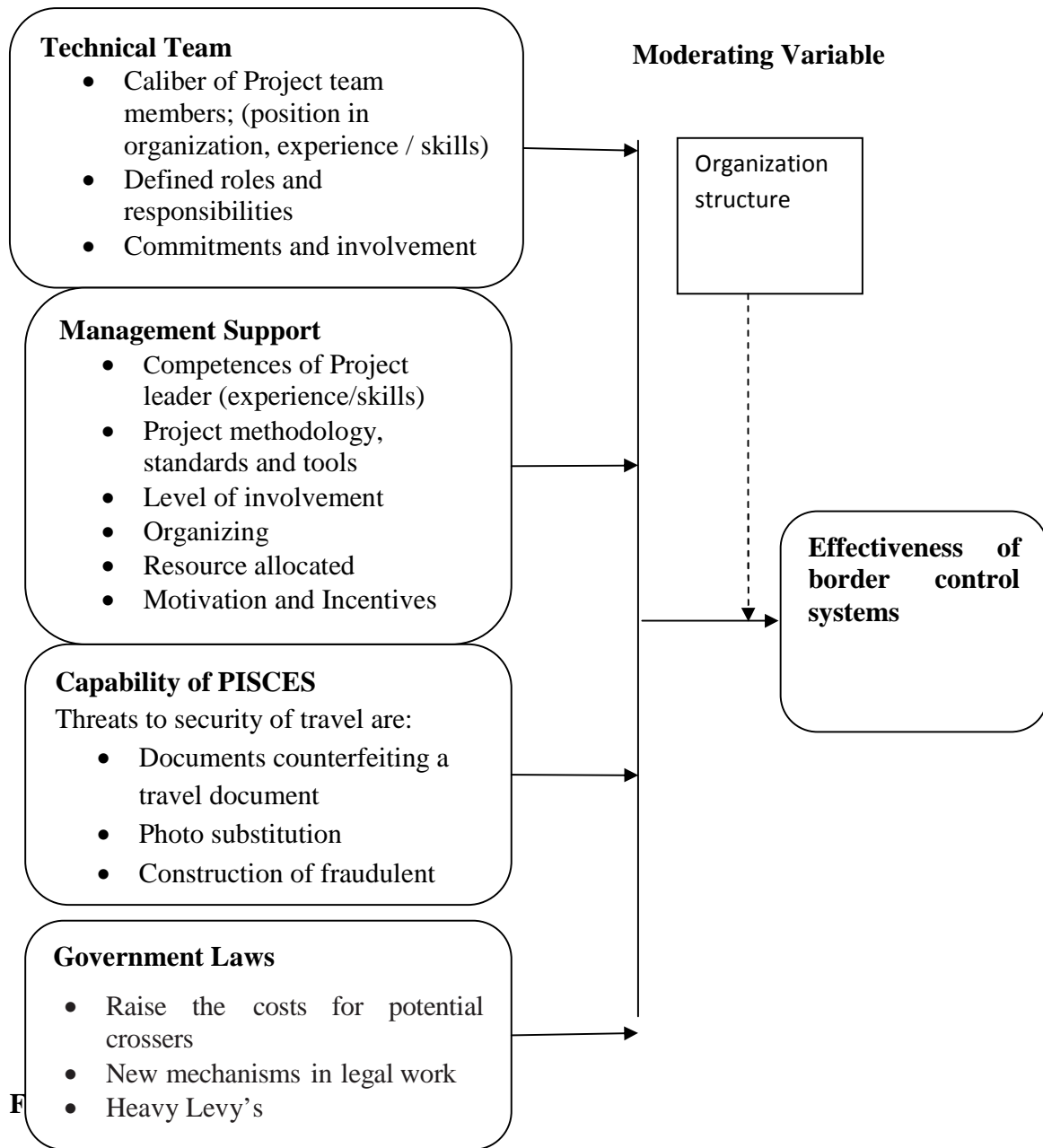
The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, especially from Mexico, is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform. The original legislation proposed by Senators John McCain and Edward Kennedy in 2005 would have authorized as many as 400,000 guest workers annually, roughly the number that came at the height of the Bracero Program in the late 1950s. Coupled with improved enforcement at the border and the workplace, there are strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. A further advantage is that the U.S. government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards of \$3,000 to a smuggler for the opportunity to enter the United States illegally would surely be willing to pay as much or more for the right to live and work here legally.

2.6 Conceptual Frame Work

The Independent variables in this research are the technical team, Management Support, Capability of PISCES and Government Laws and dependent variable is Effectiveness of border control systems

Independent Variables

Dependent Variable



2.7 Discussion of conceptual framework

The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document, alteration of text in the visual or machine readable zone. Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might be intending to come to the United States to violate our laws and endanger our safety. Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity

The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. At the southern border, most of those attempting to enter illegally use smugglers and the costs of entry have grown significantly. But the rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement. The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, especially from Mexico, is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform.

Project Teamwork and composition is important too throughout the project life cycle. The project team should consist of best people in the organization (Buckhout et al., 1999; Bingi et al., 1999; Rosario, 2000; Wee, 2000). Building a cross-functional team is also critical. Teams should have a mix of consultants and internal staff, so that internal staff can develop necessary technical skills (Sumner, 1999). Both business and technical knowledge are essential for business (Bingi et al., 1999; Sumner, 1999).

There is no doubt that executives play a crucial role in the process of implementing ICT investments (Kohli and Devaraj, 2004). At the same time, ICT executives' perceptions were also shown to be an excellent proxy measure for successful ICT implementation and were also found to be highly correlated with objective measures (Tallon et al., 2001). Executives' perceptions of ICT's payoffs have also been correlated with more traditional economic performance measures such as revenues, net profits and productivity (Tallon *et al.*, 1998). ICT implementation should

become a business objective of the construction industry and should give equal prominence to technology, people and processes involved in construction projects

2.8 Summary of the literature Review

ICT diffusion success could be perceived in terms of factors that influence technology adoption and the way in which successful adoption of technology by potential users could be sustained Peansupap and Walker (2005). They classify the factors affecting ICT diffusion in an organization as static and dynamic, where static factors, e.g. technological characteristics and communication channels, fundamentally affect initial ICT diffusion and dynamic factors, e.g. motivation, training and technical support, sustain ICT diffusion changes. People, who are a part of different project team organizations, manage projects and the project team organizations are a part of the construction industry. Thus, factors are required to be studied at the three levels of industry, organization and people and the following section summarizes the literature study for factors at these three levels.

In a survey conducted to assess the status of ICT adoption in the Australian construction industry, it was found that the annual turnover of an organization has an effect on the uptake of ICT and ICT training performance for an organization (Kajewski, Weippert, Remmers, and McFallan, 2004). Ruddock (2006) also reports that smaller firms tend to be less ICT intensive than large firms. Partly because large firms have more scope for improving communication flows within the organization and partly because large firms also invest more in ICT than small firms as ICT investment is risky and uncertain, which may be more difficult for small firms to bear. This factor highlights the relevance of the research study discussed in this paper as it studies ICT adoption by SMEs.

Liberatore et al. (2001) have identified the improved capabilities of project management (PM) software as enablers of effective ICT adoption and an area for future research. Thus, information technology (IT) tools or PM software adopted for PM processes have an effect on ICT adoption for BPM.

Using the internet as the communication platform facilitates the speedy transmission of information and also reduces the cost of communication with overseas construction sites as

compared with traditional information handling methods (Tam, 1999). Thus, increased geographical separation between project team members is an important factor driving ICT adoption for BPM.

However, it has been found difficult to evaluate these benefits (Ruddock, 2006) and many of the traditionally used appraisal approaches have been found inadequate. As a result, the investment in ICT is too often assumed to be negative since the benefits are not properly evaluated, included and weighted against the costs and risks the investment is expected to generate. It does not only have an influence on individual projects but also, in the long run, on the motivation to innovate and introduce new ICT tools in the construction industry (Dehlin and Olofsson, 2008). This aspect is a barrier for effective adoption of ICT. Some of the other identified barriers are suggested to be deficient understanding and lack of knowledge about the possibilities of ICT, unsuccessful implementation into project organizations and limitations of software functionality (Dehlin and Olofsson, 2008). Thus, in the absence of an accepted evaluation method, the benefits and barriers of effective ICT adoption are primarily perception-based and these perceived benefits and barriers determine the extent of ICT adoption by the construction industry.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology which was used in the study. It covers the research design, target population, sample design, data collection, validity and reliability of data collection instruments, data analysis techniques, and ethical considerations

3.2 Research Design

A descriptive study design was used. A case study was used to obtain an in-depth investigation of an individual, institution or phenomenon (Mugenda and Mugenda, 2003). The primary purpose of case study was to determine factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport. A descriptive study design was deemed the best design to fulfill the objectives of the study. Case study research design has the advantage of generating new understandings, explanations and is cheaper than survey and takes less time; it is for this that the study adopted a case study research design. A research design is the general plan of how one goes about answering the research question (Saunders, Lewis and Thornhill, 2000). A descriptive survey research design will be used to obtain data. This design is considered appropriate for the type of objective of this study and the implied comparative analysis to determine the factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport. This research will be both explanatory and descriptive. It is explanatory in the sense that the problem is examined with an aim of establishing the casual relationships between variables. On the other hand, it qualifies as descriptive since it sought to portray the phenomenon through describing events, situations and processes.

3.3 Target Population

According to Mugenda and Mugenda, (2003), a population can be defined as an entire set of relevant units of analysis or data. The target population of this study was 176 borders control staff from the Jomo Kenyatta International Airport.

The target population was drawn from a group of individuals who are actively involved in the borders control; namely, Senior Assistant Director, Assistant Director, Administrator, Central Supervisor, Secondary Officer and Primary officer.

Table 3.1:Target Population

Category	Population size
Senior Assistant Director	1
Assistant Director	1
Administrator	1
Central Supervisor	3
Secondary Officer	50
Primary officer	120
Total	176

3.4 Sampling Procedure and sample size

Sampling technique provides a range of methods which enables reduction of data to be collected, by focusing on data from a sub-group rather than all cases of elements. The sampling design used was non-probabilistic since it allowed for a selection of individuals who have been involved in border control systems at Jomo Kenyatta International Airport and that were best suited to answer the research question. This technique was also suitable when working with smaller samples since it catered for cases that were particularly informative.

The researcher used stratified random sampling technique to select a sample size of 55 employees from the population 176 borders control staff from the Jomo Kenyatta International Airport.. Mugenda and Mugenda, (2003), states that a sample of 30% is considered representative for a population less 500. So if the population is less or equal to 30% it is appropriate to carry out census study. The sample size is justified by 30% since it will minimize

the duplicity and redundancy of to be data obtained and the size is large enough to ensure collection of comprehensive data.

Table 3.2: Sample Population

Category	Population size	Sample size (30% of Population)
Senior Assistant Director	1	1
Assistant Director	1	1
Administrator	1	1
Central Supervisor	3	1
Secondary Officer	50	15
Primary officer	120	36
Total	176	55

3.5 Data Collection Methods

The primary data was obtained from the respondents through a structured questionnaire comprising of closed and open-ended questions.

The questionnaire was divided into 3 parts where Part A covered general demographic data of the respondents, part B consisted of questions focusing on factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport, the questionnaire used in Likert 1-5 scale, with 1 being 'to no extent at all', 2 being 'to a small extent' 3 being 'to some extent', 4 being 'to a high extent' and 5 being 'to a very high extent'.

3.6 Validity of Instruments

Joppe (2000) provides the following explanation of what validity is in quantitative research where Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bull's eye" of your research object? Researchers generally determine validity by asking a series of questions, and will often look for the answers in the research of others.

Wainer and Braun (1998) describe the validity in quantitative research as “construct validity”. The construct is the initial concept, notion, question or hypothesis that determines which data is to be gathered and how it is to be gathered. They also assert that quantitative researchers actively cause or affect the interplay between construct and data in order to validate their investigation, usually by the application of a test or other process. In this sense, the involvement of the researchers in the research process would greatly reduce the validity of a test. Data quality will be incorporated in the entire study process especially at the data collection point to include completeness of questionnaires, legibility of records and validity of responses. At the data processing point, quality control included; data cleaning, validation and confidentiality. There are three types of validity which will be addressed and stated; *Face validity* with pre-testing of survey instruments was a good way used to increase the likelihood of face validity. *Content validity* the use of expert opinions, literature searches, and pre-test open-ended questions helped to establish content validity.

3.7 Reliability of Instruments

Joppe (2000) defines reliability as the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable

The most popular methods which will be used in estimating reliability is the use of measures of internal consistency. The questionnaire was pre-tested through a pilot test with individuals from the same organizations previously involved in border control systems but not part of the sample population in the study to avoid double inclusion of pre-test participants in the main study. Their feedback helped in making vital adjustments to enhance reliability and validity of the study findings. To ascertain the reliability of the data collection instrument was examined by professionals who include researchers, supervisor and border control systems experts and modifications will be done based on the responses obtained.

3.8 Data Analysis

Data was collected, examined and checked for completeness and clarity. Descriptive statistics were used to analyze the data. Data was analyzed using tables and percentages, means and standard deviations. Statistical Package on Social Sciences version 17 was used for statistical analysis.

3.9 Ethical Consideration

Ethics are norms governing human conducts which have a significant impact on human welfare. It involves making a judgment about right and wrong behavior. Bryman (2007) states that it is the responsibility of the researcher to carefully assess the possibility of harm to research participants, and the extent that it is possible; the possibility of harm should be minimized. The researcher recognized that the issue under study was sensitive because it involved the core business of the organization. Therefore, there will be need to protect the identity of the respondents as much as possible. This means that the questionnaires did not require the respondent's names or details that may reveal their identity.

The researcher will also obtain a letter from University of Nairobi allowing to undertake the study and an introductory letter explaining the purpose of the study and Confidentiality will be upheld for all respondents.

3.10 Operational Definition of Variables

The operational definition of variables on factors influencing the effectiveness of border control systems in controlling illegal immigrants in references to case study of Jomo Kenyatta International Airport. This are given variable are given in Table 3.3

Table 3.3 Operational definition of variables

Objectives	Type of Variable	Indicators	Measurement scale	Tools of Analysis	Type of Statistics
	Independent Variables				
To assess the extent to which technical team influences on effectiveness of border control systems in controlling illegal immigrants at study of Jomo Kenyatta International Airport	Technical Team	Caliber of Project team members; (position in organization, experience / skills) Defined roles and responsibilities Commitments and involvement level	Ordinal	Mean, Percentage, mode, Standard deviation	Descriptive
To determine the influence of management support on effectiveness of border control systems in controlling illegal	Project management	Competences of Project leader (experience/skills) Project methodology, standards and tools Level of involvement	Ratio	Mean, Percentage, Standard deviation	Descriptive

immigrants at study of Jomo Kenyatta International Airport		Organizing Resource allocated (Budget, personnel) Motivation and Incentives			
To establish the influence capability of PISCES in detecting imposters on effectiveness of border control systems in controlling illegal immigrants at study of Jomo Kenyatta International Airport	Planning	Business value (increased effectiveness, efficiency and cost savings) Completion of project within time and budget Budget overruns and Abandoned projects	Ratio	Mean, Percentage, mode, Standard deviation	Descriptive

To establish the influence government laws in detecting imposters on effectiveness of border control systems in controlling illegal immigrants at study of Jomo Kenyatta International Airport	ICT infrastructure	Clear project goals and objectives Well defined requirements Return on Investment	Ratio	Mean, Percentage, mode	Descriptive
	Dependent variable				
	Successful Implementation of ICT Projects	Financial considerations Evaluation of ICT project Application usage Support from supervisors	Ratio	Mean, Percentage, mode	Descriptive

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents data analysis, presentation and interpretation. The main objective of the study was to establish factors influencing the effectiveness of border control systems in controlling illegal immigrants. The study targeted a sample of 55 respondents from at Jomo Kenyatta International Airport who comprised of Senior Assistant Director, Assistant Director, Administrator, Central Supervisor, Secondary Officer and Primary officer. Out of the 55 questionnaires distributed 40 questionnaires were returned filled thus making a response rate of 72.7%, which is an adequate response rate for statistical reporting. According to Mugenda and Mugenda (2003), a response rate of 50% and above is a good for statistical reporting. Statistical Software for Social Sciences (SPSS) was used to generate descriptive and inferential statistics. The study findings are presented in Tables and with explanations done in prose.

4.2 Demographic Characteristics

The study sought to establish the information on the respondents employed in the study with regards to the gender, age, academic background, duration of service, and department worked. These bio data points at the respondents' appropriateness in answering the questions and also looks at the employment demographics at Jomo Kenyatta International Airport.

Table 4.3: Gender

Gender	Frequency	Percentage
Male	28	70
Female	12	30
Total	40	100

The study findings in figure above show that a majority of the respondent (70%) were male while 30% were female. The study findings show that the information collected to establish the respondents from Jomo Kenyatta International Airport employment statistics were represented by both gender.

Table 4.4: Age

Age (Years)	Frequency	Percentage
21-30	4	10
31-40	20	52
41-50	11	25
50 and above	5	13
Total	40	100

The study findings in Table above show that a majority of the respondent (52%) were aged between 31 and 40 years followed by 25% of the respondents aged between 41 and 50 years. The proportion of respondents aged 50 and above years was 13% while 10% were aged 21-30 years. The study findings show that employment statistics in Jomo Kenyatta International Airport comprises of people of different ages from youth, middle aged to old persons. The findings also reveal that most of the respondents were of the ages between 31 and 40 years and therefore had rich experiences which rendered them conversant enough with factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Table 4.5: Academic Background

Academic background	Frequency	Percentage
Certificate	4	10
Diploma	8	20
Undergraduate Degree	18	45
Postgraduate	10	25
Total	40	100

The study findings in Table above show that majority 45% of the respondents held their undergraduate degree; this was followed by 25% who had attained education upto the post graduate level. 20% of the respondents were diploma holders while 10% were certificate holders. These findings indicate majority of the Jomo Kenyatta International Airport staffs have attained undergraduate degree and postgraduate and are therefore knowledgeable enough to provide

information on factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Table 4.6: No of years worked in the present capacity

Worked in the present capacity	Frequency	Percentage
Less than 3 years	8	20
3 to 5 years	16	40
5 to 7 years	10	25
Over 7 years	6	15
Total	40	100

The results show that majority 40% of the respondents had worked for 3 to 5 years. 25% had worked for 5 to 7 years in their present capacity, 20% had worked for Less than 3 years in their present capacity while 15% had worked in their present capacity Over 7 years. This shows that majority of the respondents had worked for a 3 to 5 years and therefore had a great understanding of their role therefore they were in a position to respond effectively on factors influencing the effectiveness of border control systems in controlling illegal immigrants.

Table 4.7: No of years working in the industry

No of years working in the industry	Frequency	Percentage
1 – 2 years	5	12.5
3 – 5 years	11	27.5
6 – 10 years	9	22.5
10 – 15 years	8	20
Over15year	7	17.5
Total	40	100

The findings indicate that majority 27.5% of the respondents had worked in the industry for a period of 3-5 years. 22.5% had worked in the industry for a period of 6-10 years, 20% had

worked in the industry for a period 10-15 years, and 17.5% had worked in the industry for a period over 15 years while 12.5% had worked in the industry for a period of 1-2 years. This shows that majority of the respondents had rich experience and were therefore in a position to respond effectively factors influencing the effectiveness of border control systems in controlling illegal immigrants.

4.3 Factors influencing the effectiveness of border control systems in controlling illegal immigrants

4.3.1 Role played in the indicated ICT project

The respondents were asked to indicate their role in the ICT project implemented for border control systems in controlling illegal immigrants. The table below shows the response rate.

Table 4.8: Role played in the indicated ICT project

Role played in the indicated ICT project	Frequency	Percentage
Project sponsor	2	5
Management representative	3	8
Project team member	13	32
Project Leader / manager	5	12
Technical expert	10	25
User representative	7	18
Total	40	100

The results show that majority of the respondents played the role of Project team member (32%). This was followed by 25% of the respondents who played the role of technical expert, 18% were User representative, 12% were Project Leader / manager, 8% were Management representative while 5% were Project sponsors.

4.4 Technical Team

The respondents were asked to rate the following factors on technical team. The study investigated the extent to which team factors affected the effectiveness of border control systems in controlling illegal immigrants. The results are shown in the table below.

Table 9: Technical Team factors

Factors Under Consideration	Mean	Standard Deviation
Necessary trainings /workshops were conducted for the team to foster team work	3.3211	0.48332
The project team members were experienced, knowledgeable and skilled for necessary for delivery of the project	4.1579	0.44521
Project team showed commitment and achieved their targets and goal in time	3.0526	0.3681
Project team was all inclusive and representative of all key stakeholders	4.2421	0.43063
Average	3.6934	0.4318

The results indicate that majority of the respondents rated Project team was all inclusive and representative of all key stakeholders to a high extent where $m= 4.1579$ and the project team members were experienced, knowledgeable and skilled for necessary for delivery of the project $m= 4.1579$. The following statement were rated to some extent $m=$ Necessary trainings /workshops were conducted for the team to foster team work and Project team showed commitment and achieved their targets and goal in time $m= 3.0526$.

4.5 Project management and Leadership

The study sought to determine the general extent to which Project management and Leadership the effectiveness of border control systems in controlling illegal immigrants. The findings are presented in table below.

Table 4.10: Project management and Leadership

Factors Under Consideration	Mean	Standard Deviation
Project team received necessary support and tools required for the project necessary to achieve their targets and goals	3.7368	0.82785
Incentives and compensation were offered to the project team for motivation and encourage towards achieving their goals / results.	3.8316	0.76704
Top management support was visible throughout the project phases	4.0737	0.58786
Top management ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets	3.8842	0.65009
Effective monitoring and evaluation process to ensure delivery of project in time and within budget	4.0421	0.52422
The project leader had a track record of success with major it projects	4.1579	0.44521
Goals and targets set out were realistic and attainable	4.1895	0.4201
Effective project management methodology and tools were used	4.0315	0.53584
Average	3.9934	0.5947

From the findings presented in table above, the respondents agreed to a high extent on the factors raised above s follows; Goals and targets set out were realistic and attainable m= 4.1895, The project leader had a track record of success with major it projects m=4.1579, Effective project management methodology and tools were used m=4.0315, Effective monitoring and evaluation

process to ensure delivery of project in time and within budget m= 4.0421. Top management support was visible throughout the project phases m= 4.0737, Top management ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets m=3.8842, Incentives and compensation were offered to the project team for motivation and encourage towards achieving their goals / results m=3.8316, Project team received necessary support and tools required for the project necessary to achieve their targets and goals m=3.7368.

4.6 Capability of PISCES

The study sought to establish how the Capability of PISCES affects the project. The results are shown in the table below.

Table 4.11: Capability of PISCES

Factors Under Consideration	Mean	Standard Deviation
The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability.	4.0261	0.6254
The growth in international crime and illegal immigration has led to increasing concern over security of travel documents	4.5125	0.3261
The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document	4.3267	0.4215
Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen	4.2257	0.7518

safety

Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity

	3.6251	0.6541
Average	4.1432	0.5557

The results show that the respondents agreed to a very high extent that the growth in international crime and illegal immigration has led to increasing concern over security of travel documents $m= 4.5125$. the respondents agreed that the main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document $m= 4.3267$, Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen safety $m= 4.2257$ and The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability $m= 4.0261$. the respondents also agreed that Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity $m= 3.6251$.

4.7 Government laws

The study further investigated on how the Government laws affect the effectiveness of border control systems in controlling illegal immigrants. The results are shown in table below.

Table 4.12: Government laws

Factors Under Consideration	Mean	Standard Deviation
The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others	4.6652	0.8625

from ever attempting illegal entry

The lack of any new mechanisms to improve legal work opportunities for low-skilled workers is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform.

4.0321 0.6251

Improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers.

4.3021 0.5312

A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the country illegally would surely be willing to pay as much or more for the right to live and work here legally

4.0987 0.6754

Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement

4.2345 0.7543

Average

4.2665 0.6897

The results show that the respondents agreed to a very high extent that The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry m= 4.6652. the respondents agreed to a high extent that improved enforcement at the border and the workplace, strong reasons to

believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. m= 4.3021, Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement m=4.2345 and A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the United States illegally would surely be willing to pay as much or more for the right to live and work here legally m= 4.0987 and The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform m= 4.0321.

4.8 Test of hypothesis

- i. H_1 : There is positive effect of technical team of border control systems in controlling illegal immigrants in Kenya
- ii. H_1 : The management support has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- iii. H_1 : The capability of PISCES has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya
- iv. H_1 : The existing of government laws has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya

Table4.13. Hypothesis testing

Hypothesis	Coefficient P-Values	Conclusion
H_1 : There is positive effect of technical team of border control systems in controlling illegal immigrants in Kenya	$P=0.000 \leq 0.05$	Accept H_1. Reject H_0
H_1 : The management support has a significant influences on effectiveness of border control systems in controlling illegal	$P=0.001 \leq 0.05$	Accept H_1. Reject H_0

immigrants in Kenya		
H ₁ : The capability of PISCES has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya	P=0.000<=0.05	Accept H₁. Reject H₀
H ₁ : The existing of government laws has a significant influences on effectiveness of border control systems in controlling illegal immigrants in Kenya	P=0.001<=0.05	Accept H₁. Reject H₀

i. Source, Researcher (2013)

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study findings discussion, conclusions and recommendations. The findings are summarized in line with the objectives of the study which was to establish the factors influencing the effectiveness of border control systems in controlling illegal immigrants.

5.2 Summary of Findings

The study established the factors influencing the effectiveness of border control systems in controlling illegal immigrants by looking at the effect of availability of technical team , Project management and Leadership, Capability of PISCES and Government laws as per the objectives and hypothesis.

Table 5.13: Summary of Findings

Objectives	Main findings
To assess the extent to which availability of technical team influences the effectiveness of border control systems in controlling illegal immigrants in Kenya	The study established that there was a technical team in place working on the project for control systems. The Project team was all inclusive and representative of all key stakeholders. The team employed were experienced, knowledgeable and skilled for necessary for delivery of the project
To determine how management support influences the effectiveness of border control systems in controlling illegal immigrants in Kenya	The project got necessary support from the management and project leaders. The project leader had a track record of success with major it projects. Goals and targets set out were realistic and attainable. Effective project management methodology and tools were used. Top management support was visible throughout the project phases. Top management ensured availability of resources (financial and human), as well as

necessary facilities to ensure that the project team meet their targets

To determine how capability of PISCES influences the effectiveness of border control systems in controlling illegal immigrants in Kenya

The growth in international crime and illegal immigration has led to increasing concern over security of travel documents. The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, and construction of fraudulent document. Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen safety. The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability.

To determine how government laws influences the effectiveness of border control systems in controlling illegal immigrants in Kenya

The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement.

5.3 Discussion

Discussion of findings is presented as follows:

5.3.1 Technical Team

The study established that there was a technical team in place working on the project for control systems. Project Teamwork and composition was found to be very important throughout the

project life cycle. The project consisted of best people in the organization who have the right skills and knowledge. They also had business and technical knowledge which are essential in effecting a good control system which will be effective. It emphasizes on the importance of information and communications technologies (ICTs) as powerful tools for socio-economic development. Pervasive use of ICT in the economy depends on well-trained human resources for developing relevant applications, supporting and maintaining systems. Investment in human capital, research and development is becoming increasingly recognized as a critical factor in preparing citizens to participate in the digital age.

5.3.2 Project management and Leadership

Executives play a crucial role in the process of implementing ICT investments. , ICT executives' perceptions were also shown to be an excellent proxy measure for successful ICT implementation and were also found to be highly correlated with objective measures. The project leader had a track record of success with major it projects and goals and targets set out were realistic and attainable. Top management support was visible throughout the project phases they ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets and also made sure there was an effective monitoring and evaluation process to ensure delivery of project in time and within budget.

5.3.3 Capability of PISCES

The study revealed that the world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability. The growth in international crime and illegal immigration has led to increasing concern over security of travel documents. The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, and construction of fraudulent document. This has led to the adoption of PISCES at the borders of entry to assist immigration officers in overcoming the main threats of persons travelling on counterfeit documents. PISCES program is installed together with the passport readers, camera and finger print machine. Current immigration law provides the government with extraordinary powers to deny admission to any person believe might be intending to come to and violate the laws and endanger our safety.

5.3.4 Government laws

The study results show that the purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers. A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the country illegally would surely be willing to pay as much or more for the right to live and work here legally. Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement.

5.4 Conclusion

Concerns about illegal immigration have overlapped with public safety and national security considerations, including efforts to prevent the inflow of illegal drugs and other contraband, terrorists, and weapons of mass destruction.¹¹ Enforcement to combat these diverse illicit flows inevitably converges at international borders, partly because transnational criminals and other mala fide actors seek to exploit the geographic and jurisdictional complexity that borders create.

Nonetheless, while policies to combat different illegal flows share some common features, each of these security tasks may demand a unique mix of policy tools, and lawmakers may set different standards for successful enforcement outcomes in each area. The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever attempting illegal entry. Again, the evidence is sparse but it suggests that tougher enforcement is increasing the price for anyone wanting to enter the country illegally. But the rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement. The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, especially from Kenya, is one of the most unfortunate consequences of the failure by the project to pass comprehensive immigration

reform. Coupled with improved enforcement at the border and the workplace, there are strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers.

One way to use apprehensions data to gauge the effectiveness of border enforcement would be to compare apprehensions to the total number of illegal border crossers (i.e., successful illegal entrants), and thus describe the proportion of border crossers that is apprehended.¹⁰⁹ Precise estimates of how many aliens successfully evade capture and enter the country illegally do not exist, however. Most numbers cited are based on changes in the estimated unauthorized alien.

Moreover, changes in the total unauthorized population do not correlate precisely with successful illegal entries for two reasons. First, not all unauthorized aliens enter the country illegally; previous research suggests that between one-third and one-half enter the country legally and overstay their visas. For this reason, changes in the total unauthorized population *over-estimate* the number of illegal border crossers. Second, annual data on the total unauthorized population do not account for unauthorized migrants who enter the country, stay temporarily, and then leave. Because some unauthorized migrants leave the country (including as a result of being deported), and some may leave and re-enter multiple times, changes in the total unauthorized population also *under-estimate* the number of people successfully entering the country each year.

5.5 Recommendations

This evidence indicates that current border enforcement policies that cause migrants to cross through remote areas and have increased reliance on smugglers, may underlie some of the correlation between apprehensions and violent crime. Future work should look more carefully into the factors that determine the correlation between immigration policy and conditions on the border.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

SIMIYU RAMAH EMMANUEL

P.O BOX 30191- 00100

NAIROBI

Dear Sir/Madam,

RE: REQUEST FOR YOUR PARTICIPATION IN M.A. RESEARCH PROJECT

I am a student at the University of Nairobi pursuing a Master of Arts degree in Project Planning and Management. As part of my coursework, I am required to carry out and submit a research project report on the **FACTORS INFLUENCING THE EFFECTIVENESS OF BORDER CONTROL SYSTEMS IN CONTROLLING ILLEGAL IMMIGRANTS. A CASE STUDY OF JKIA**

.

To achieve this objective, I kindly request for your assistance in completing the attached copy questionnaire. I assure you the information you provide is purely for academic purposes and will be treated with utmost confidentiality. Should the finding of this Research Project be of interested to you or your organization, a copy would be available at the University of Nairobi Library.

Yours faithfully,

SIMIYU RAMAH EMMANUEL

APPENDIX 2: QUESTIONNAIRE

Instructions

Please tick (✓) the box that matches your answer or fill the space provided

PART A: General Information

Date

1) What is your gender? (tick one)

Male

Female

2) Age(tick one)

20 -30

21 -30

31- 40

40 and above

3) What is your academic background?

Certificate

Diploma

Undergraduate

Postgraduate

4) How long have you been working in your present capacity?

Less than 3 years

3 to 5 years

5 to 7 years Over 7 years

5) Kindly indicate your position / title in the organization?

6) How long have you worked for the industry?

1 – 2 years () 6 – 10 years () Over15year ()

3 – 5 years () 10 – 15 years ()

PART B:

The questionnaire seeks to find out factors considered important in the implementation ICT projects.

1. What was your role in the indicated ICT project?

- a. Project sponsor []
- b. Management representative []
- c. Project team member
 - i. Project Leader / manager []
 - ii. Technical expert []
 - iii. User representative []
 - iv. Any other specify _____

PART C:

Using a Likert 1-5 scale, with 1 being ‘to no extent at all’, 2 being ‘to a small extent’ 3 being ‘to some extent’, 4 being ‘to a high extent’ and 5 being ‘to a very high extent’, to what extent were the following factors considered important in the implementation of ICT projects in your organization? Please tick (✓) all as appropriate

Technical Team

Factors Under Consideration	1	2	3	4	5
Necessary trainings /workshops were conducted for the team to foster team work					
The project team members were experienced, knowledgeable and skilled for necessary for delivery of the project					
Project team showed commitment and achieved their					

Factors Under Consideration	1	2	3	4	5
targets and goal in time					
Project team was all inclusive and representative of all key stakeholders					

Project management and Leadership

Factors Under Consideration	1	2	3	4	5
Project team received necessary support and tools required for the project necessary to achieve their targets and goals					
Incentives and compensation were offered to the project team for motivation and encourage towards achieving their goals / results.					
Top management support was visible throughout the project phases					
Top management ensured availability of resources (financial and human), as well as necessary facilities to ensure that the project team meet their targets					
Effective monitoring and evaluation process to ensure delivery of project in time and within budget					
The project leader had a track record of success with major it projects					
Goals and targets set out were realistic and attainable					
Effective project management methodology and tools were used					

Capability of PISCES

Factors Under Consideration	1	2	3	4	5
The world's population exerts pressure on a country's economic resources, education, employment, poor remuneration, destruction of the environment, insecurity and political instability.					
The growth in international crime and illegal immigration has led to increasing concern over security of travel documents					
The main threats to security of travel documents are counterfeiting a travel document, photo substitution, and theft of genuine travel documents, impostors, construction of fraudulent document					
Current immigration law provides the government with extraordinary powers to deny admission to any person we believe might violate laws and endanger citizen safety					
Terrorism calls for change in the immigration strategies in admitting or exiting passengers from a country in order to deter those that can cause insecurity					

Government laws

Factors Under Consideration	1	2	3	4	5
The purpose of border enforcement is not just to apprehend would-be border crossers, but to raise the costs for potential crossers and thus deter others from ever					

Factors Under Consideration	1	2	3	4	5
Attempting illegal entry					
The lack of any new mechanisms to improve legal work opportunities for low-skilled workers, , is one of the most unfortunate consequences of the failure by Congress to pass comprehensive immigration reform.					
improved enforcement at the border and the workplace, strong reasons to believe that such a program today would be far better managed than it was a half century ago, and would provide a genuine alternative to illegal migration, especially for seasonal workers.					
A further advantage is that the Kenyan government could levy sizeable fees on those coming to work; individuals who are willing to pay upwards to a smuggler for the opportunity to enter the United States illegally would surely be willing to pay as much or more for the right to live and work here legally					
Rise in smuggling costs underscores a central problem that arises from trying to stem illegal immigration through enforcement measures alone: tougher enforcement increases the financial incentive to elude enforcement					

.....

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Thank you for your time and cooperation