THE EFFECTIVENESS OF ONE STOP BORDER POST CONCEPT ON BORDER MANAGEMENT IN KENYA. A CASE OF NAMANGA BORDER POST.

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DECLARATION

This project is my original work and has not been submitted for a degree or award in any other University

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DEDICATION

This research project is dedicated to my husband Mr. Tirop and our sons Melvyn, Milton and Martin, for supporting me throughout my academic venture. May God's blessings be upon you all.

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ABBREVIATIONS AND ACRONYMS

AUE:	African Union Executive
BMM:	Better Migration Management
COVID-19:	Corona Virus Disease 2019
EABC:	East African Border Council
EAC:	East African Community
EC:	European Commission
EU:	European Union
IBM:	Integrated Border Management
IGAD:	Intergovernmental Authority for Development
IOM:	International Organization for Migration
JKIA:	Jomo Kenyatta International Airport
KEPHIS:	Kenya Plant Health Inspectorate Services
KIMS:	Kenya Institute of Migration Studies
MDAs:	Ministries, Departments and Agencies
MERCOSUR:	Common Market of the South
OSBP:	One Stop Border post
OSCE:	Organization for Security and Cooperation in Europe
SACU:	Southern Africa Customs Union
SDG:	Sustainable Development Goals
SPSS:	Statistical Packages for Social Sciences
UNHCR:	United Nations High Commissioners for Refugees
USA:	United States of America
WCO:	World Customs Organization
WTO:	World Trade organization

ABSTRACT

This study aimed at assessing the effectiveness of OSBP concept on border management in Kenya. The specific objectives of the study were to assess whether one stop border posts have enhanced efficient clearance of people and goods, to evaluate if OSBP improved interagency coordination among state MDAs in Kenya, and to ascertain whether OSBPs enhanced cross border interagency coordination. The researcher used both primary and secondary data. Primary data were gathered through both open-ended and closed-ended questionnaires emailed to the respondents while secondary data were gathered from documents such as books, reports and online data on Namanga one stop border post. Statistical Packages for Social Sciences (SPSS version 24.0) was used to analyze the data collected. Differences and similarities were summarized to establish trends, patterns and information from the data collected so as to answer the research objectives. On the effectiveness in clearance of goods and services, the study found that it took less than one hour to clear special goods and between one hour and three hours to clear other goods. The study found that there was an improvement since it took almost four hours to clear special goods before upgrading to the OSBP concept while it took more than a day to clear other goods. The study found that there has been improvement in the clearance of both people and goods through the principle of extraterritoriality people and goods only made one stop while crossing the border. This has enhanced efficiency in the movement of people and goods. The study found that there has been improvement on inter-agency coordination. Such improvement was noted in terms of sharing information among government agencies within Kenya and between Kenyan and Tanzanian government agencies as well as in coordinated operation. For policy, the study recommends that the management of the one stop border facilities required high level involvement of all the public and private stakeholders. This will result to more opinions on how to craft and implement the strategy. Involving all players in the implementation and consultations would result in more support, exchange of ideas and informed decisions. The study limitations were that some of the respondents did not return the questionnaires. Tracing them proved futile since they were working in shifts which had been disrupted by the COVID-19 pandemic. Moreover, limitation of the study was related to the fact that the study was based at Namanga and this makes the findings ungeneralizable to other OSBPs in Kenya. Based on the study findings, the researcher recommends that a replica study be done in other OSBPs to find out the similarities or differences in the effectiveness of the OSBP concept on border management in those borders.

CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

Globalization has generated transcontinental and inter-regional flows, interaction, networks of activity and the exercise of power which have in turn resulted in the increase of information, ideas, goods and capital and also people flowing across borders. International migration is a key dimension of globalization and has been associated with changes in social and economic structures (Koser, 2010). The two stop border post was seen as a cumbersome border procedure which resulted in delays and time wastage because the traveler and goods needed an exit clearance from one border side and then cross over to the other side to get an entry clearance (Woolfrey, 2013). So to maximize on efficiency and effectiveness, countries sharing international borders are adopting OSBP concept where agencies from both countries jointly manage the border crossing points (Icafrica, 2011).

Various theories apprise on this study. The stakeholder theory according to Fernando and Lawrence, (2014) stipulates that the relationship between stakeholders and organizations is complex and dynamic and therefore for the survival of and successful accomplishment of goals, emphasis should be put on the management of such relationships. The queueing theory which was founded by Erlang who did a research on the delays of automatic dialing equipment. Anderson (2011) posited that customers associated long queues with poor service delivery. Managers should try to deal with long waiting time by engaging in in a "waiting line analysis" (Jacobs, 2013). Waiting line operations means that technology is employed to improve customer satisfaction by reducing delays and at the same time being able to serve more customers in the long run (Foster el al, 2012).

Through EAC bilateral agreements like the Protocol on the establishment of the East African Community Common Market, Kenya has adopted the OSBP concept in border management in these six border posts which are now operational; Lunga Lunga - Horohoro, Namanga-Namanga, Isebania- Sirare, Taveta- Holili, Malaba- Malaba and Busia-Busia. The researcher conducted her study at the Namanga border post to ascertain the effectiveness of OSBP concept on border management.

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1.1.1. Concept of the Border

According to Zarnowiecki (2011), the border concept has changed recently. In the past a border was viewed as the boundary of two countries' sovereignties or a point beyond which the sovereignty of one ceased. The land border separates two countries and crossing the border implies that persons, goods and vehicles must adhere to the laws of the country of departure and the country of arrival. The limit of territorial waters is the sea border. Zarnowiecki continues to add that, it is not always that borders correspond to geographical demarcation because they may be reestablished along economic zones or ethnic dispensations. It is not a guarantee that a border should be at the periphery of any country; international entry points can be inside the territory of a nation. Airports, railway stations, and river ports on international watercourses are treated as border stations, in as much as air travelers may have already been over a nation's territory hundreds of miles away. Globally, borders are now seen as entities connecting countries and regions and not necessarily as walls dividing them.

Ideas about territory have changed according to Holsti, 2004, especially from the pre-modern period, in that such societies have been organized in terms of different principles such as notions of citizenship, religion, territory and even borders. Central to social and economic development of countries, the borders connect countries to one another through smooth operations and effectiveness. The cross border movement of people and goods interconnects states to economic possibilities by way of tourism, trade and foreign commerce (Fukuyama, 2007). The 'smart border' involves intelligence sharing of cross-border information, cargo pre-clearance processes, electronic passports which have been enhanced biometrically, electronic manifests which necessitates truckers to convey cargo electronically as seen in the case of U.S. customs and border protection, in Mexico and also in Canada (Ackleson and Kastner, 2006).

Mapping and other new modes of the nation state, political organization, rules and norms such as border patrols dominate our contemporary world. Borders had to be strict so as to support state sovereignty called territorialization (Walther, 2012). Globalization purports that modern states' borders are becoming less relevant as de-territorialization becomes the mode of spatial organization. According to Krasner (1999), sovereign state was never absolute, from time immemorial and modern Westphalian state territory including its borders such as; contracts,

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conventions, imposition and coercion have been occurring throughout history. When one looks at the realm of economics, such as trade, this certainly is true.

1.1.2. Border Management Concept

The management of the borders has become complex necessitating the multiple state agencies to be involved. The World Bank and the World Customs Organization (WCO) among other agencies have spearheaded the coordinated border management approach which is geared towards reducing the cost of movement of legitimate people while meeting legal requirements and securing borders. The one stop border post concept is seen as a key mechanism towards the improvement of goods movement across shared borders, from an international coordinated border management approach (Kieck, 2010). Border control is about the processing of people where the immigration agency is responsible and does this while adhering to set policies and laws, and the clearance of goods, which is the prerogative of the customs agency guided by the laid down policies and laws on revenue, and international trade (World Bank Group, 2005). Attention has shifted towards international coordination of border activities and the implementation of OSBPs between countries neighboring each other where agencies working at the border employ joint controls at border crossings to reduce duplication of procedures and processes through the sharing of information and resources and this has increased efficiency and effectiveness (Kieck, 2010).

1.1.3. One Stop Border Post Concept

According to Mubaiwa (2013), One Stop Border posts can be traced to the Western European countries and in the Common market for Southern Cone (MERCOSUR) countries which agreed to have 16 border points applying integrated border controls. One Stop Border Post refers to a border operational framework where the number of stops made by travelers and goods at a border point is reduced to one from the traditional two-step arrangement made possible through bilateral agreements between countries bordering one another and it gives either country authority to enact its rules from the other side of the country. OSBP has also been adopted in Canada and USA. The establishment of the OSBP in the Southern Africa Customs Union (SACU) has been seen as one of the priority issues facilitating trade(Woolfrey,2013) .

The Chirundu OSBP between Zimbabwe and Zambia was Africa's first to be implemented through bilateral agreements between the two countries under the Common Market of Eastern and Southern Africa (COMESA). Chirundu OSBP is very important to Africa as a whole and particularly to the COMESA region as it promotes trade and interlinks many African states namely; Zimbabwe, Mozambique, Botswana, Namibia, South Africa, Angola, DRC, Zambia, Rwanda, Kenya, Tanzania and Uganda.

There has been progress in the effective clearance of people and goods in the East African Community (EAC), with the establishment of an OSBP between Uganda and Kenya at Malaba. Mubaiwa continues to note that, since then, the establishment of OSBPs has expanded as a major tool to tackle impediments to cross border mobility and trade. There are eighty (80) OSBPs in Africa which are at the implementation stage. EAC has designated fifteen (15) common border posts set to be transformed into one stop border posts, and so far, twelve (12) are operational, six (6) of which are between Kenya and other EAC states. The six are, Lunga-Lunga- Horohoro, Namanga- Namanga, Isebania- Sirare, Taveta- Holili, Malaba- Malaba and Busia-Busia (OSBP sourcebook, 2016).

1.1.4. Namanga Border Post

According to the OSBP Sourcebook (2016), Namanga Border post is located in Southern Kenya and Northern Tanzania about 140 kilometers South East of Nairobi and 120 kilometers North of Arusha. Kajiado County in Kenya is where the border is situated whereas the Longido District is where it is located in Tanzania. Namanga border is one of the major crossing points between the two neighboring countries because of its proximity to the major cities, Nairobi and Arusha. Namanga's economy has been seen to be improving because of an increase in the number of tourists and import and export of goods from both Tanzania and Kenya. When EAC opened its borders, the town has reaped from the markets of both countries. The investment by financial institutions for instance the African Development Bank provided loans for the construction of great north road on both Kenyan and Tanzanian sides.

The government agencies present at the Namanga border are as follows; Customs, Immigration, Pharmacy and Poisons Board, Agriculture, Livestock and Fisheries, Bureau of Health Standards, Security agencies, Plant Health Inspectorate Service and Weighbridges. Namanga border was blamed for delays in the clearance of both goods and people. According to the Namanga TMS, the average time taken to release on arrival at the border, the time for waiting before reaching the Kenyan Custom's entrance gate and the Tanzanian departure gate took about 22 hours and 47 minutes before the advent of OSBP which was seen as a way of alleviating such delays because officers from the two countries (Kenya and Tanzania) would handle the clearance procedures concurrently (Crown Agents, 2014).

1.2. Problem Statement

Sustainable Development Goal (SDG) number 17 seeks to strengthen global partnerships by supporting the achievement of the targets of the Vision 2030 Agenda, by encouraging national governments, the private sector, civil society, the international community, and other actors to work together. The advent of OSBP is one such partnership geared towards achieving the Vision 2030 Agenda in terms of border management to ensure safe, orderly, humane and responsible movement of all migrants as stipulated in SDG 10.7 (UN DESA, 2015).

According to Zarnowiecki, (2011), the establishment of OSBPs first occurred in Western Europe in the 1960s and it was meant to increase the effectiveness of crossing the borders by reducing the number of times people and goods stopped and the number of actors participating in the whole process. The one stop border post concept was introduced and is seen as a key mechanism towards the improvement of goods movement across shared borders, from an international coordinated border management approach (Kieck, 2010). OSBP concept has been credited for reducing the time taken and the number of processes required for clearing travelers and goods at the border. A study done at the Chirundu OSBP found out that prior to its implementation, cumbersome border procedures took very long times to clear, commercial vehicles took 2-9 days, whereas cargo trucks took twenty days. This has since reduced to a matter of hours and about a day for most vehicles to be cleared (Kieck, 2011).

Cheruiyot and Rotich (2018), did a research on the factors affecting the implementation of OSBP strategy at Malaba border post and from their study, they found out that the OSBP concept has helped reduce congestion and delays. This has in the long run reduced cases of smuggling of transit goods which were a norm before the advent of OSBP concept at the border. Ndunda (2013) studied factors influencing the implementation of the OSBP strategy at the Busia border post and found out that delays caused by time management and physical examination had reduced and that time taken to clear cargo had also drastically reduced. The studies mentioned above show that the introduction of the OSBP concept at border crossing points has improved border management in various borders, however, there is no similar literature about Namanga border post in as much as it was previously blamed for delays in the clearance of both goods and people and the advent of OSBP concept was seen as a way of alleviating such delays because officers from the two countries (Kenya and Tanzania) would handle the clearance procedures concurrently (Crown Agents, 2014). This study therefore attempted to answer the question, whether there was any positive change in border management at Namanga border post after the introduction of the OSBP concept.

1.3. Research Questions

i. Have one stop border posts enhanced efficient clearance of people and goods?

ii. Have one stop border posts improved interagency coordination among State Ministries Departments and Agencies in Kenya?

iii. Have one stop border posts enhanced cross border interagency coordination among states sharing a common border?

1.4. Research Objectives

1.4.1. General Objective

The main objective of the study was to assess the effectiveness of one stop border posts on border management in Kenya.

1.4.2. Specific Objectives

i. To assess whether one stop border posts have enhanced efficient clearance of people and goods at Namanga border.

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ii.   To evaluate if one stop border posts have improved interagency coordination among state Ministries, Departments and Agencies in Kenya with reference to Namanga border.

iii. To ascertain whether one stop border posts have enhanced cross border interagency coordination at Namanga border.

1.5. Justification of the Study

Namanga border post is one of the borders in Kenya which has implemented the OSBP concept from the two stop border post. The reasons given were to minimize delays in the clearance of ~~and~~ goods and people and to also to enhance interagency cooperation. This study therefore aimed at finding out whether the adoption of OSBP concept in Namanga border post has eradicated delays and enhanced interagency coordination.

1.6. Value of the Study

The study is an investigation into how the adoption of OSBPs has improved border management practices and it is envisaged that it may provide vital information for academic discussions and add to the body of knowledge on OSBPs and may also provide scholars with useful material for further research. If the study found out that borders which have adopted OSBP concept led to better border management, the study may provide factual information for the policy makers in the Government of Kenya and other states in the East African Community.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

This chapter is about the relevant theories and literature reviewed in line with the study objectives. It looks at the stakeholder theory and the queueing theory, the border operations promoting efficient clearance of people and goods and OSBP as a border management tool for enhancing interagency coordination among MDAs in Kenya and cross border agencies.

2.2. Theoretical Framework

2.2.1. Stakeholder theory

Stakeholder theory asserts that an organization should be concerned with individual and group needs which can impact or be impacted on by their activities during the decision making process on how to achieve organizational goals (Gibson, 2000). The organization is responsible and accountable to its stakeholders for their activities. Stakeholder theory posits that the existence of complex and dynamic relationship exists between organizations and stakeholders (Fernando & Lawrence, 2014) and Friedman and Miles (2002), add that there is need to emphasize on how to manage such relationships to ensure their survival and successful accomplishment of goals.

Organizations usually have diverse stakeholders who have different interests and this may make it impossible for organizations to satisfy all their stakeholders' concerns and this can impact on an organization's actions. Belal (2002), stresses the fact that there is need therefore to have an effective stakeholder engagement. The standard of identifying and prioritizing the ability of stakeholders is key and include the following: attributes of legitimacy, power, urgency and the ability of stakeholders to impact or be impacted on by the organization's actions (Mitchell, Agle and Wood, 2014).

The OSBP concept requires different actors in order to implement it and this may mean that some government agencies may have to redistribute their power. As Cheruiyot & Rotich (2018) found out, different stakeholders' conflict of interests may negatively affect the efforts towards OSBPs' successful implementation. Political will and political commitment are seen as the key elements towards the effective public reforms. As indicated in the bilateral

agreement between United States of America and Canada, the commitment of government played a key role in the establishment and subsequent adoption of the 'smart borders' action plan. During the OSBP concept implementation process, different agencies are distributing procedures and responsibilities. The lead role at the border is held by the Customs administration, the other agencies need to have the commitment and motivation. The stakeholder's theory is manifested in the adoption of coordinated border management within OSBP Platform where various border management agencies who are stakeholders now work as a team for the improvement of services to the clients who are also stakeholders.

2.2.2. The Queueing Theory

The study of border management is compared to a contemporary science theory called 'queueing theory' which was founded by Agner Krarup Erlang, a Danish engineer who researched on the delays in automatic dialing equipment (Foster, Dale & Stevenson, 2012). Management is usually about long periods of waiting which translate to possible loss of business, additional cost of creating waiting space for customers, possible loss of good will, customer dissatisfaction and the obvious reason that congestion caused by long queues eventually lead to disruptions of other business operations for customers (Anderson, 2011). It is important to understand the behavior of queues. Customers often equate long queues to poor quality service when they have to wait for long (Lutz, 1984). By managers engaging in 'waiting line analysis,' they attempt to deal with the trade-off between the cost of customers waiting time and that of providing quality service (Jacobs, 2013).

Kim & Lee, (2012) and Dawson, (2004) propose that by focusing on the number of queueing customers, waiting on the line performance measurement and the entire system, the probability of the system being busy and the probability that arrivals will have to wait for services is very high. By improving the waiting line operations by adding more service channels to serve more customers and employing the use of technology to reduce the time taken by customers on the queue improves their service satisfaction (Foster et al, 2012). Improvements can include; segmenting customers, by telling them the reason as to why they should expect to wait longer on the queue and what initiatives you are taking to get rid of the problem, by identifying and attempting to fix the bottlenecks in the system (Lutz, 1984).

One Stop Border Post (OSBP) concept has been credited for reducing the time taken and the number of processes required for clearing passengers and goods at the border. A study done at the long to execute, for instance, commercial vehicles took two to nine days, whereas cargo trucks took twenty days. This has since reduced to a matter of hours and about a day for most vehicles to be cleared and this translates to cost savings which according to Trademark Southern Africa is about US$ 600,000 a day (Kieck, 2011).

2.3. Review of Literature

2.3.1. Border Operations promoting efficient clearance of people and goods.

The strong economic globalization forces have had a significant integration and economic activity across borders. This has happened in the European Union (EU) and North America which are considered as integrated regions. Border control often serve to regulate by screening the flows of individuals and goods between states (Walter, 2011). The idea of holding the operation of border controls to account becomes less tenable when the border itself can no longer be spatially apprehended, but instead comprises of a network distributed over a myriad of check-points, actors and technologies which can either be located inside or outside any state territory (Aas, 2007).

Value-added service should be provided by the borders so that they can facilitate the movement of goods and people crossing them, thus the necessity for efficient and effective border management which can in turn facilitate the free flow of people, goods and vehicles crossing the border (Poloji, 2012). For border management to be effective, the entire border security activities should involve customs, border policing and immigration working in unison (Duggan, 2008).

There is a need for a strategic balance between controls and facilitation due to the influx in the number of travelers and vehicular traffic volumes (Bimha & Bimha, 2018) and thus an efficient and effective border post is supposed to have facilities like operational equipment, offices, parking space and warehouses which are adequate and functional (Trade Mark South Africa, 2011). Travelers require to cross borders as fast as possible and this should be with ease devoid

of having to incur heavy costs that eventually impact on their operations (Khumalo and Chibira, 2015).

According to Trade Mark East Africa, crossing the EAC borders was characterized by duplication of procedures and time wastage until recently when it adopted the OSBP concept which is seen as a mechanism to improve service delivery by improving trade through the reduction of paperwork. This is envisaged to maintain an efficient movement of goods and people across EAC borders. Control zones are designated at the respective border posts of partner states. Namanga is one of the border posts which has adopted the OSBP concept and this happened in 2017 where border activities between Kenya and Tanzania were harmonized (EAC, 2017). The OSBP concept was meant to eradicate bottlenecks which were an impediment to efficient service delivery at the Namanga border post. Key to its implementation was the reduction of time to be taken in the clearance of people and goods crossing the border. The Namanga OSBP is also viewed as a trade booster through the improvement of coordination and collaboration between different government agencies across the two states. The researcher conducted a research at the Namanga border post to find out whether what OSBP envisaged was actually what was true on the ground.

2.3.2. OSBP as a Border Management Tool of Enhancing Interagency Coordination

Border management implies the procedures objects and persons have to pass through before crossing a border so as to ensure that they comply with the law. It refers also to the organization of different agencies and how they merge into the united border management concept. It also refers to how the hard infrastructure accommodating all the agencies are designed and managed (Zarnowiecki, 2011). Zarnowiecki adds that for border management to be effective, it should ensure that people and goods crossing the border comply with the laid down procedures, regulations and laws, governing the country and border users are also encouraged to comply. Only users who are compliant are to be offered facilitated service whereas those who contravene the laid down regulations are identified and apprehended and to make this possible, equipment and infrastructure must be adequate for them to back up these current procedures.

The main border management functions according to the African Union Executive Council, 2006 are, regulation of the movement of people which entails ascertaining who is to be allowed entry or exit of a state's territory, it involves checking the objects in their possession, their means of transport and thereafter processing them accordingly. The agencies responsible for these are; Immigration services, Customs, Border Guards or Police, Coast Guards and the Intelligence services. Regulation of the movement of goods where the lead agency in the control of goods is the Customs. It inspects and checks goods, collects duties and other revenues. Customs works closely with the Border Police, the specialized police unit against narcotics. The inspection of plants and plant products to keep at bay the entry and spread of harmful organisms, plants and their products destined for importation or transit through the country. This inspection is done in close coordination of Customs, Plant and Health Inspection Service and the Quarantine services.

Human health inspection to curb the spread of communicable diseases from spreading via airports, land border and harbor crossings through cargo, persons, baggage containers and goods appropriate actions need to be taken to ensure this happens, the Public Health agency, the Food and Safety agency and the Quarantine service work hand in hand. Live animals and food stuffs and the animal by-products are inspected with an aim of preventing outbreaks of food- borne or animal illnesses which may be harmful to live animals and consumers and can negatively affect tourism and trade. The agencies concerned are; the Health and Food Safety agency, the Animal Inspection service and the Quarantine service.

Excessive delays worsened by a lack of cooperation and coordination among agencies working at the border crossing is among the key non-physical barriers impacting on the international land transportation (USAID, 2012). Each agency has a different mandate in dealing with people and goods crossing the borders without a full understanding of what each agency does, these agencies work independently leading to multiple inspection of the same goods (OECD, 2011). Attendant costs and long delays at the borders translate to the cost of goods rising leading them to be uncompetitive. The project by International Road Transport Union found out that the waiting time at the border crossing reached several days in various regions across Europe and Asia and accounted for 40% of time lost during transportation and this state of

affairs has led to a situation where corrupt practices are encouraged and could account to 30% of transport costs (Yigitcanlar, 2015).

Interagency coordination among different agencies is among those activities coordinated by the border management among the different agencies. The other involves the cooperation of neighboring countries and their institutions in joint controls at border points to alleviate or minimize the duplication of processes and procedures through sharing of resources and information this leads to a high degree of interagency coordination, between cross border agencies (Kieck, 2011).

WCO promotes coordinated border management and World Bank promotes collaborative border management whereas the Organization for Security and Cooperation in Europe (OSCE) promotes comprehensive border management, all these are better border management strategies. Because of effective coordination, people can work across boundary portfolio which provides a united government approach to the challenges experienced by border management (Gourdin, 2001). Coordinated border management banks on the OSBP concept to drive its agenda for international cooperation among border agencies, joint border control and information exchange between border agencies (Polner, 2011). Border management's efforts are being made to hasten customs clearance processes by prior inspection of goods in the country of export therefore cutting down the inspection time to two or three days because goods do not need to undergo inspection at the importer's country (Arvis, 2010).

The rationale behind the adoption of the OSBP concept is pertinent to both economic benefits and enforcement. The OSBP concept is geared towards the border officials from two countries being able to execute joint controls which catapults into improved enforcement efficiencies through better resource utilization, intelligence sharing and cooperation which is enhanced by sharing of information, ideas and experiences. Cooperation between counterpart administrations reinforces control when properly implemented. The one stop has economic benefits in that waiting time and costs are significantly reduced by moving away from two stops required by two countries to be complied with in cross border regulatory requirements (Muqayi & Manyeruke, 2015).

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Better border management to East African Business Council (2012), is necessary to facilitate faster and smooth flow of goods across borders by promoting trade among countries through enhanced free circulation of goods, improved reliability and predictability of shipments and the reduction of transaction cost at the border (Nyathi, 2017). Nyathi approximates that each customs delay equates to 85 kilometers between countries doing trade and such border delay boost corruption and illicit trade so as to by-pass customs and border post delays. A study conducted by Cheruiyot and Rotich (2018) found out that OSBP strategy had contributed to efficiency and effectiveness in service delivery at the Malaba border post. They further found out that delays due to time management and physical examination had reduced and that taken to clear cargo had also drastically reduced.

2.3.3 OSBP as a Border Management tool for Enhancing Cross Border Interagency Coordination

International cooperation and coordination among agencies involved in trade facilitation and border security to foster efficient cooperation and coordination among those agencies aim at fulfilling the objective of having secure and well controlled borders (EC,2009). Border management comprises of processes, procedures and systems to be adhered to by the border agencies in a country to ensure that traffic across the country's borders with that of other countries flows (Mackay, 2008). According to Campbell, 2013, agencies at the border have a responsibility of clearing goods and people at the ports of entry and exit, they should also detect and regulate goods and people illegally attempting to cross the borders. IOM adds that cooperation of all border management agencies leads to an efficient border management which can be realized through the establishment of institutions, legal frameworks and coordination mechanisms. According to the African Union, cooperation and coordination refers to African countries maintaining domestic, regional and global interactions in the course of undertaking their border management activities at the border (Council, AUE 2006).

Collaborative border management is a coordinated approach involving cross border public agencies with an aim of achieving greater efficiency in movement of people and goods, control objectives and ensuring security (Campos, 2014). By expanding the idea of cooperation, McLinden (2011), there is need for all border agencies to work together by exchanging

information so as to achieve common goals. This ensures their effectiveness in preventing and controlling illegal activities. Border agencies for instance the Immigration services, Customs as well as the border police have a primary responsibility of processing goods and people at the border points of entry and exits as well as the regulation and detection of goods and people attempting to cross the borders irregularly. Efficient border management, structures and policies should be supported by well-trained border and immigration, customs officials so as to facilitate enhanced management of movements at the border to enable detection of trafficked persons and smuggled migrants, prevent irregular migration and protecting the rights of vulnerable persons. The border should facilitate legitimate border crossing of goods and people at the same time ensure that security is maintained and this is made possible when border agencies cooperate (Campbell, 2013). The IBM model has identified three levels of cooperation and coordination which seek to minimize duplication and maximize on effective and efficient use of resources at the border posts and they happen in the following contexts: Legal and regulatory framework which explains the legal basis for information exchange and cooperation, institutional framework recommends the organizational structure for cooperation, procedures stipulate the manner in which issues are to be handled, Human resources and training deals with the educational training and recruitment in the coordination and cooperation framework, communication and information exchange is concerned with standards for efficient flow of exchanges of information and infrastructure and equipment is concerned with how to equip the facilities with the aim of supporting cooperation and coordination at all levels.

The three levels of cooperation and coordination are: Intra- agency Cooperation which is the cooperation between different levels of hierarchy within a Ministry or an agency both vertical or horizontal. This is where there is coordination between the head office of an agency, its regional offices and border posts, between border posts themselves. An example in Kenya is where the Immigration Headquarters in Nairobi coordinates with the Kisumu regional office, Kisumu regional office coordination with Malaba border post and Malaba border post coordinating with Busia border post. This is an "in- house" kind of coordination and is essential in the strive to achieving high level efficiency at the border (Shayanowako,2013).

Shayanowako continues to add that inter-agency cooperation refers to the cooperation between different MDAs for instance the coordination between the Immigration Department and the Customs Department or KEPHIS and Customs, this kind of coordination is necessary to bring unity of purpose, harmony and also to remove role duplication and discord among the agencies at the border and this translates to border management efficiency. International Cooperation entails the cooperation between border agencies of one country and those of other countries. This cooperation is an effective tool in facilitating legitimate border crossing of goods and people. Such kind of cooperation enhances bilateral, regional and multilateral relations on border management issues (Council, AUE, 2006). Bilateral Cooperation happens when neighboring countries who share a common border enter into bilateral agreements to establish joint border cooperation and coordination commissions to deal with border issues such as trade and security. It is a two-sided kind of cooperation and coordination which includes joint trainings, joint border patrols, having contact persons, maintenance of shared infrastructure, harmonization of necessary documentations and exchange of information (Aniszewski, 2009). An example is immigration officials from Namanga border post from Kenya and those from Namanga border post Tanzania undertaking the above mentioned activities together.

Regional Cooperation refers to the cooperation between countries who may or may not be sharing common borders, but are Regional Economic Communities (RECs) or other regional mechanisms for instance, the EAC or IGAD where Kenya is a member and other member countries. Such cooperation is evident in the EAC through the adoption of instruments like the interstate pass, the East African Visa, the East African passport and the various OSBPs among others. Multilateral Cooperation which is the cooperation of countries' MDAs with other international organizations to better approach common border issues like, transnational organized crimes, irregular migration, terrorism threats and forced migrations. This cooperation involves international stakeholders like IOM, BMM, UNHCR among others by participating in international fora and also signing international agreements. Such international organizations also sponsor trainings of border agencies' officials and also equip their offices. An example of such a cooperation is between BMM and the Kenya immigration Department where the former funded the KIMS project which was initiated by the latter and that of IOM equipping the forensic laboratory at the JKIA Immigration office.

According to Guo (2015), institutional designs and mechanisms are reflected in the form of conventions and agreements related to cross border management of resources in terms of allocation of resources, management of resources and integrated spatial planning. For instance, the concept of 'virtual border' in the approach of collaborative border management's single door (Doyle, 2013). The OSBP model is seen as a way of enhancing cooperation and coordination of agencies at the border because they are designed to reduce the processing times by housing border services of neighboring countries in the same structure and this has improved effectiveness, cooperation and waiting times (EC,2009). The principle of extraterritoriality applies when a common control zone is demarcated in a hosting state and officials from the neighboring state conduct their activities in accordance with the legislation of their nation outside the territory of their nation. Immigration services, import and export formalities are seamlessly handled between the two states (Kieck, 2010).

2.4. Summary of Knowledge Gap

From the analysis of the literature it has become apparent that there are certain gaps that have not been addressed. Though many studies have been done on border management, few of them have been done to establish the effectiveness of one stop border posts on border management. The foregoing review confirms the existence of substantial literature on the proposed study. It is evident from the review that various one stop border posts can be used as an instrument of fostering the management of borders. However, most of the studies reviewed were conducted in developed countries whose strategic approach is different from that of Kenya. The few local studies reviewed either focused on the whole country as a unit or in other regions other than Namanga border. There is therefore a literature gap on the effectiveness of one stop border post concept on border management in Kenya which the study sought to fill by assessing the effectiveness of one stop border post concept on border management in Kenya, a case of Namanga Border Post.

2.5. Conceptual Framework

Independent Variable   **Dependent Variable**

Efficient clearance of people and goods
-Shorter time take
-Number of stops when crossing the border
-Number of checks goods go through at the border

Improved interagency relations among MDAs
-Joint patrols
-Joint meetings
-Joint inspections
-Joint trainings

Enhanced cross-border interagency relations
-Joint patrols
-Joint meetings
-Joint inspections
-Joint inspections

Border Management under the OSBP Concept

Figure 2.1. Conceptual Framework

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights procedures and techniques which were employed in conducting the research. It presents the research design used, data collection method as well as the instruments used and also stipulates how data was analyzed.

3.2. Research Design

A descriptive design was used for this study where both qualitative and quantitative data methods were applied.

3.3. Target population

According to Borg and Crall (2009), a target population is an adaptable set of study members of all the hypothetical or real group of events, objects or people where a researcher generalizes their results. For this study the target population was 150 staff from Immigration, Customs and the clearing and forwarding agencies. These are agencies whose mandate at the border is to clear people and goods.

3.4. Sampling Technique and Sample Size

Yamane (1967), suggested a formula for calculating a sample size from a total population. According to him, a 95% confidence level and p=0.5 is applicable, the sample size should be

$$n= \frac{N}{1+N(e^2)}$$

where: n is the sample size

N is the population size

e is the level of precision (margin error)

For our study N=150 with + or − 10% precision. Assuming 95% confidence level and p=0.5, the sample size should be as follows

$$n= \frac{150}{1+150(0.1)^2} =60$$

The ideal sample size for the study should have been 60, but the researcher opted to use a sample size of 40 due to financial constraints. A sample size of 40 was 27% of the total

population. Mugenda and Mugenda (2003), stated that a good sample size ranges between 10-30% of the target population. Simple random sampling which is a method whereby all the subjects in a general population have equal chances of being selected was used to sample the 40 respondents who were staff from the Immigration, Customs and Clearing and Forwarding agencies, who were my units of analysis.

3.5. Data Collection

The researcher used both primary and secondary data, the researcher administered questionnaires to 40 respondents from the Customs, Immigration and clearing and forwarding agencies working at the Namanga border post and for secondary data the researcher accessed documents with relevant information held by government agencies on the topic under study. These materials included books, reports and online data on Namanga one stop border post, and any other relevant documents.

3.6. Data Analysis

Mugenda & Mugenda (2003), observe that data analysis is the process of bringing order, structure and meaning to the data collected. Descriptive data analysis techniques were employed to analyze the data collected with the help of SPSS version 24.0. The differences and similarities were summarized to establish trends, patterns and information from the data collected so as to answer the research objectives.

3.7. Ethical Considerations

This study was undertaken with the permission from the Directorate of Immigration Services (DIS), the Kenya Institute of Migration Studies (KIMS) and the University of Nairobi's department of Population and Research Institute (PSRI). Participation was on a voluntary basis and informed consent was obtained from the respondents prior to their participation in filling the questionnaires. In order to increase the chances of high quality and honest responses, anonymity and confidentiality of responses was guaranteed in order to protect the respondents' responses.

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION OF RESULTS

4.1 Introduction

This chapter presents data analysis and presentation of results. The study sought to investigate the effectiveness of one stop border post concept on border management in Kenya. The researcher relied on both primary and secondary data. For primary data, the researcher administered questionnaires to the targeted respondents. Secondary data were accessed in documents with relevant information held by government agencies, on the topic under study. These materials included books, reports and online data on Namanga one stop border post, and any other relevant documents. Descriptive data analysis techniques were employed in order to analyze the collected data with the help of SPSS version 24.0.

4.2. Response Rate

A total of forty (40) questionnaires were distributed to the respondents, 30 of which were completed and returned. The response rate stood at 75%. Mugenda and Mugenda (2003), noted that, for any study, a response rate of 50% is adequate, 60% is good and 70% and above is excellent. Thus, a response rate of 75% was appropriate and authentic for the study as shown in Table 4.1.

Table 4.1. Questionnaire Response Rate

	Frequency	Percent (%)
Responded	30	75
Non-respondents	10	25
Total	40	100

4.3. Normality Test

This study used some parametric tests such as correlation analysis, regression analysis and analysis of variance owing to the assumption that the population was normally distributed. This assumption should be taken carefully to ensure that it holds, otherwise the conclusions may be rendered inaccurate and unreliable with regard to the phenomenon under consideration.

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In order to ascertain that research data was gathered from a normal population, Shapiro-Wilk Test which is based on correlation between data and corresponding normal scores was used. Shapiro-Wilk Test is recommended by researchers since is uses power to measure and detect the values of tests of normality (Mudholkar, G. S., Srivastava, D. K., & Thomas Lin, C. (1995). In addition, since this study had a sample greater than 30, a single Shapiro-Wilk Test for normality was just enough since non-normality would not significantly affect parametric tests. In this study, Shapiro-Wilk (W) was computed using SPSS software at a significance level of 95%. Since p-values were approaching 1 for $\alpha \geq 0.05$, the null hypothesis was not rejected hence the conclusion that the research population was normally distributed. The results of Shapiro-Wilk Test are presented in Table 4.2

Table 4.2. Shapiro-Wilk Test for Normality

Variable	Shapiro-Wilk Test (W)		
	Statistic	Df	Sig
Below 2 yrs.	0.956	30	0.044
2-4 yrs.	0.972	30	0.036
4-6 yrs.	0.969	30	0.043
Over 6 yrs.	0.981	30	0.050
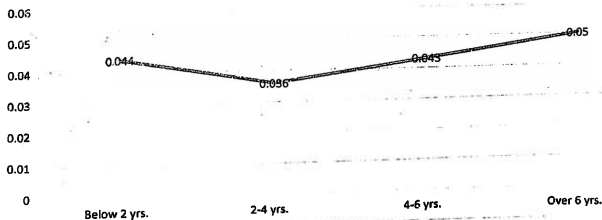
4.4. Background Information

This section presents findings on the of the respondents' background information as shown in the following subsections:

4.4.1. Respondents Organization/ Agency

The respondents were asked to indicate the organization/agency they worked for. Their responses are shown in figure 4.2 below.

Figure 4.2. Respondents Organization/ Agency
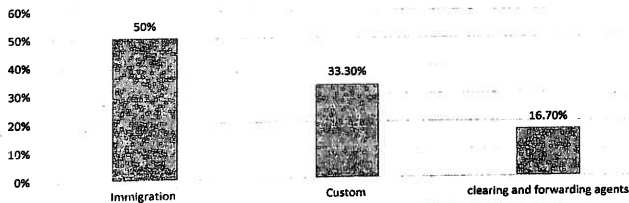
From the responses, majority of the respondents (50.0%) worked for Immigration, 33.3% worked for Customs, while 16.7% worked as clearing and forwarding agents. This portrays that majority of the respondents worked for Immigration.

4.4.2. Length of Working at Namanga Border

The respondents were asked to indicate the length of time they had worked at Namanga border. Their responses are as shown in figure 4.3.

Figure 4.3. Length of Working at Namanga Border

Below 2 yrs   2-4 yrs   4-6 yrs   over 6 yrs

23
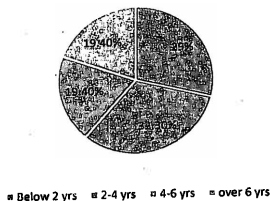
From the responses, majority (32.3%) of the respondents had worked at Namanga border for a length of 2-4 years, 29% indicated below 2 years, while 19.4% indicated 4-6 years and over 6 years respectively. This depicts that most of the respondents had worked at Namanga border for a length of 2-4 years.

4.4.3. Working at Namanga Border before OSBP

The respondents were asked to indicate whether they had worked at Namanga border before the implementation of OSBP. The findings are as shown in figure 4.4.

Figure 4.4. Working at Namanga Border before OSBP

□ Yes □ No

From the responses, majority (51.7%) of the respondents had not worked at Namanga border before the implementation of OSBP while 48.3% of the respondents had worked at the Namanga border before the implementation of OSBP. This portrays that majority of the respondents had not worked at the Namanga border before the implementation of OSBP.

4.5. Efficiency

This section presents findings on whether one stop border post concept has enhanced efficient clearance of people and goods. The findings are shown in the following subsections:

4.5.1. Length of Time for Person Clearance

The respondents were requested to indicate the length of time taken to clear a person in minutes.

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Figure 4.5. Length of Time for Person Clearance after adoption of OSBP Concept

Less than 2 min · 2-4 min · 4-6 min · over 6 min
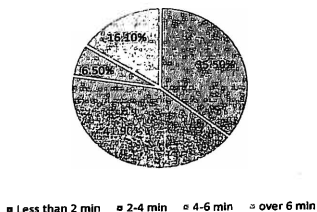
From the responses majority (41.9%) of the respondents indicated that it took 2-4 minutes to clear a person, 35.5% indicated less than 2 minutes, 16.7% indicated over 6 minutes, while 6.5% indicated 4-6 minutes. This depicts that it took 2-4 minutes to clear a person.

4.5.2. Length of Time for Person Clearance before OSBP

The respondents were asked to indicate the length of time taken to clear a person in minutes before the introduction of OSBP concept. The findings are shown in figure 4.6. below

Figure 4.6. Length of Time for Person Clearance before OSBP

Less than 2 min · 2-4 min · 4-6 min · over 6 min
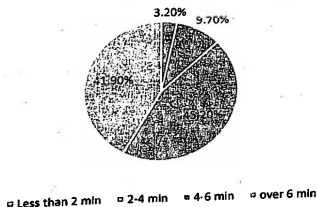
From the responses majority (45.2%) of the respondents indicated that it took 4-6 minutes to clear a person before the introduction of the OSBP concept, 41.9% indicated over 6 minutes, 9.7% indicated 2-4 minutes, while 3.2% indicated less than 2 minutes. This depicts that it took 4-6 minutes to clear a person before the introduction of the OSBP concept.

4.5.3. Clearing Goods under the OSBP Concept
The respondents were asked to indicate the length of time it took to clear goods under the OSBP concept. According to majority of the respondents, it only took less than one hour to clear special goods while it took between one hour and three hours to clear other goods.

4.5.4. Clearing Goods before OSBP Concept
The respondents were requested to indicate the length of time it took to clear goods before the OSBP concept. Majority of the respondents indicated that it took less than four hours to clear special goods before OSBP concept while it took more than a day to clear other goods.

4.5.5. Improvement in Efficiency
The respondents were asked to indicate their experience as to whether there has been efficiency improvement in clearance of people and goods. According to the respondents there has been improvement in the clearance of both people and goods since all the officers are located at the same place. People and goods also made one stop under the OSBP concept, whereas before the adoption of the OSBP concept they made two stops while crossing the border. This has made the movement of people and goods easier and faster as a consequence of the OSBP concept.

4.6. Interagency Coordination
This section presents findings on whether one stop border post concept has improved interagency relations among state Ministries, Departments and Agencies in Kenya. The findings are shown in the following subsections:

4.6.1. Improvement on Interagency Coordination

The respondents were requested to indicate based on their experiences whether there has been improvement on interagency coordination. The findings are as shown in figure 4.7 below

Figure 4.7. Improvement on Interagency Coordination
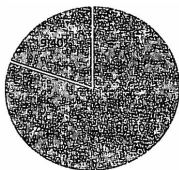
■ Yes ■ No

From the responses, majority (80.6%) of the respondents indicated that there had been improvement on interagency coordination while 19.4% of the respondent were of a contrary opinion. This depicts that there has been improvement on interagency coordination. The respondents indicated that the agencies were sharing information in relation to border management. They are encouraging one another on multiagency approach thus improving cooperation of agencies at the border. The agencies are working in unison to solve issues as they occur in the course of clearance of goods and people.

4.6.2. Extent of Enhancement of Interagency Coordination Under OSBP

The respondents were asked to indicate the extent to which operations under OSBP concept have enhanced interagency coordination. The responses were placed on a five Likert scale ranging from 1 (Strongly agree) to 5 (strongly disagree). The findings are as shown in table 4.1 below.

Table 4.3. Extent of Enhancement of Inter-Agency Coordination Under OSBP

Item	Mean	Std. Dev
Joint patrols at OSBP have enhanced interagency coordination	2.78	0.1124
Joint meetings at OSBP have enhanced interagency coordination	1.24	0.1452
Joint trainings at OSBP have enhanced interagency coordination	1.39	0.1009
Joint inspections at OSBP have enhanced interagency coordination	2.66	0.1389

From their responses, the respondents agreed that joint meetings at OSBP have enhanced interagency coordination (mean=1.24), followed by joint trainings at OSBP have enhanced interagency coordination (mean=1.39), joint inspections at OSBP have enhanced interagency coordination (mean=2.66), and that joint patrols at OSBP have enhanced interagency coordination (mean=2.78). This depicts that joint patrols at OSBP have enhanced interagency coordination.

4.7. Cross Border Interagency Coordination

This section presents findings on whether one stop border posts have enhanced cross border interagency relations. The findings are shown in the following subsections:

4.7.1. Improvement on Cross Border Interagency Coordination

The respondents were requested to indicate based on their experiences whether there has been improvement on cross border interagency coordination. The findings are as shown in figure 4.8 below:

Figure 4.8. Improvement on Cross Border Interagency Coordination
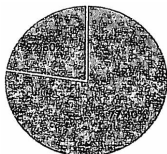
□ Yes □ No

From the responses, majority (77.4%) of the respondents indicated there had been improvement on cross border interagency coordination while 22.6% of the respondent were of a contrary opinion. This depicts that there has been improvement on cross border interagency coordination. The respondents further stated that cross border agencies work under one roof improving sharing of information and solving of issues as they emerge, improving service delivery and cooperation among cross border agencies. The respondents further stated that there has been general improvement because of the joint patrols, training, meetings, and inspection and that problems are solved appropriately by OSBP agency coordination.

4.7.2. Extent of Enhancement of Cross Border Interagency Coordination Under OSBP

The respondents were asked to indicate the extent to which operations under OSBP have enhanced cross border interagency coordination. The responses were placed on a five Likert scale ranging from 1 (Strongly agree) to 5 (strongly disagree). The findings were as shown in table 4.2 below.

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Table 4.4. Extent of Enhancement of Cross Border Inter-Agency Coordination Under OSBP

Item	Mean	Std. Dev
Joint patrols at OSBP have enhanced cross border interagency coordination	2.39	0.2554
Joint meetings at OSBP have enhanced cross border interagency coordination	1.78	0.2136
Joint trainings at OSBP have enhanced cross border interagency coordination	1.89	0.2257
Joint inspections at OSBP have enhanced cross border interagency coordination	2.66	0.2098

From their responses, the respondents agreed that joint meetings at OSBP have enhanced cross border interagency coordination (mean=1.78), followed by joint trainings at OSBP have enhanced cross border interagency coordination (mean1.89), joint patrols at OSBP have enhanced cross border interagency coordination (mean=2.39), and that joint inspections at OSBP have enhanced cross border interagency coordination (mean=2.66). This depicts that joint inspections at OSBP have enhanced cross border interagency coordination.

4.8. Operational Challenges

The respondents were requested to indicate whether there were any operational challenges in terms of clearances of people, clearance of goods and coordination that have faced the adoption of the OSBP concept at the Namanga border post. The findings are shown in figure 4.9 below

Figure 4.9. Operational Challenges

■ Yes ■ No
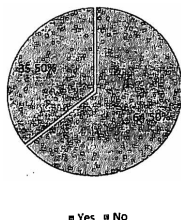
From the responses, majority (64.5%) of the respondents indicated that there were operational challenges in terms of clearances of people, clearance of goods and coordination that have faced the adoption of OSBP at the Namanga border post while 35.5% of the respondents were of a contrary opinion. This depicts that there are operational challenges in terms of clearance of people, clearance of goods and coordination that have faced the adoption of the OSBP concept at the Namanga border post. The respondents further stated that there was lack of facilities to enhance or improve patrol, training and inspection. With the advent of OSBP, offices have not been well equipped with technological devices to work with.

4.9. Solution to the Challenges

The respondents were requested to indicate how the operational challenges in terms of clearances of people, clearance of goods, coordination that have arose due to adoption of OSBP at the Namanga border could be addressed. According to the respondents, the government should equip the offices with technological devices to be able to curb illegal activities. Changes should be instilled to enhance or improve joint patrols, trainings and inspections.

4.10. Discussion of Findings

In this study the researcher was guided by the following objectives; To assess whether one stop border posts have enhanced efficient clearance of people and goods at Namanga border; to evaluate if one stop border posts have improved interagency coordination among state

Ministries, Departments and Agencies in Kenya with reference to Namanga border; and to ascertain whether one stop border posts have enhanced cross border interagency coordination at Namanga border.

4.10.1. Comparison to Theory

The study found that it took 2-4 minutes to clear a person when OSBP concept was introduced. The study also found that it took 4-6 minutes to clear a person before the introduction of OSBP concept. The study further found that it only took less than one hour to clear special goods while it took between one hour and three hours to clear other goods. In addition, the study found that it took less than four hours to clear special goods before the OSBP concept while it took more than a day to clear other goods.

The study found that there has been improvement in the clearance of both people and goods since all the clearance officers are located at the same place and people and goods make only one stop while crossing the border, this has made the movement of people and goods easier and faster as a consequence of the OSBP. These findings are in line with the queueing theory which stipulates that by improving the waiting line operations by adding more service channels to serve more customers and by employing the use of technology to reduce the time taken by customers on the queue, this improves their service satisfaction (Foster et al, 2012). Improvements can include; segmenting customers, by telling them the reason as to why they should expect to wait longer on the queue and what initiatives you are taking to get rid of the problem, by identifying and attempting to fix the bottlenecks in the system (Lutz, 1984). The OSBP concept was introduced to fix such bottlenecks in the system and has therefore reduced delays in clearance of people and goods at border crossing points.

The study found that there has been improvement on interagency coordination among MDAs and cross border interagency coordination. The study further found that cross border agencies work under one roof improving sharing of information and solving of issues as they emerge, improving service delivery and cooperation among both interagency coordination among MDAs and cross border agencies. These findings are in line with the stakeholder theory which stipulates that there is an existence of a complex and dynamic relationship between

organizations and stakeholders (Fernando & Lawrence, 2014). Friedman and Miles (2002), place great emphasis on how to manage such relationships to ensure their survival and successful accomplishment of goals and Belal (2002), posits that there is need to have an effective stakeholder engagement and this has been addressed by the adoption and implementation of the OSBP concept.

4.10.2. Comparison to Empirical Literature

The study found that it took 2-4 minutes to clear a person when OSBP concept was introduced. The study also found that it took 4-6 minutes to clear a person before the introduction of OSBP concept. The study further found that it only took less than one hour to clear special goods while it took between one hour and three hours to clear other goods. In addition, the study found that it took less than four hours to clear special goods before OSBP concept while it took more than a day to clear other goods. The study found that there has been improvement in the clearance of both people and goods since all the clearance officers are located at the same place and people and goods made only one stop while crossing the border, this has made the movement of people and goods easier and faster as a consequence of the OSBP concept. Poloji (2012), stated that borders are to render value-added service so as to facilitate movement of goods and people crossing borders, thus the need for efficient and effective border management that can facilitate the free flow of people, goods and vehicles across borders. Duggan, (2008) stated that effective border management entails the entirety of border security activities which usually involve customs, border policing and immigration.

The study found that there has been improvement on interagency coordination among MDAs in Kenya working at the border in that the agencies were sharing information in relation to border management. They are encouraging one another on multiagency approach thus improving cooperation of agencies at the border. A study conducted by Cheruiyot and Rotich, (2018) found out that the OSBP strategy had contributed to efficiency and effectiveness in service delivery at the Malaba border post. They further found out that delays due to time management and physical examination had reduced and that time taken to clear cargo had also drastically reduced. The agencies are working in unison to solve issues occurring at the course of the clearance of goods and people. The study found that joint patrols at OSBP have enhanced

interagency coordination. Zarnowiecki (2011) adds that the effective management of the border should ensure that people and goods crossing the border comply with the laid down procedures, regulations and laws of the country and those using the border are also encouraged to comply. Those users who comply with the laid down procedures are offered facilitated whereas those who do not comply are identified and apprehended and to make this possible, equipment and infrastructure must be adequate so as to back up the new procedures.

The study found that there has been improvement on cross border interagency coordination in that cross border agencies worked under one roof improving sharing of information and solving of issues as they emerge, improving service delivery and cooperation among them. The study found that joint inspections at OSBP have enhanced cross border interagency coordination. The study found that there are operational challenges in terms of clearances of people, clearance of goods and coordination that have faced the adoption of OSBP at the Namanga border post. By expanding the idea of cooperation, McLinden (2011), posits that there is need for all border agencies to work together by exchanging information so as to achieve common goals. This ensures their effectiveness in preventing and controlling illegal activities. Border agencies for instance the Immigration services, Customs and the border police have a primary responsibility of processing goods and people at the border points of entry and exit as well as the regulation and detection of goods and people attempting to cross the borders irregularly. Efficient border management, structures and policies should be supported by well-trained border police, immigration and customs officials so as to facilitate enhanced management of movements at the border to enable detection of trafficked persons and smuggled migrants, prevent irregular migration and protecting the rights of vulnerable persons.

So in general, the above findings are in line with Icafrica (2011), findings which posited that to maximize on efficiency and effectiveness, countries sharing international borders are adopting one stop border post concept where agencies from both countries jointly manage the border crossing points.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter lays out the summary of study findings, conclusion and recommendations of the research study on the effectiveness of one stop border post concept on border management in Kenya. The study was guided by the following objectives; To assess whether one stop border posts have enhanced efficient clearance of people and goods at Namanga border; to evaluate if one stop border posts have improved interagency coordination among state Ministries, Departments and Agencies in Kenya with reference to Namanga border; and to ascertain whether one stop border posts have enhanced cross border interagency coordination at Namanga border.

5.2. Summary of Findings

The research study found that it took 2-4 minutes to clear a person when the OSBP concept was introduced. The study also found that it took 4-6 minutes to clear a person before the introduction of the OSBP concept. The study further found that it only took less than one hour to clear special goods while it took between one hour and three hours to clear other goods. In addition, the study found that it took less than for hours to clear special goods before the OSBP concept while it took more than a day to clear other goods. The study found that there has been improvement in the clearance of both people and goods since all the clearance officers are located at the same place and people and goods only made one stop while crossing the border. This has made the movement of people and goods easier and faster as a result of the one stop border post concept.

The study found that there has been improvement on interagency coordination. The study also found that the agencies were sharing information in relation to border management. They are encouraging one another on multiagency approach thus improving cooperation of agencies at the border. The agencies are working in unison to solve issues as they occurred in the course of clearance of goods and people. The study found that joint patrols at OSBP have enhanced inter-agency coordination.

The study found that there has been improvement on cross border interagency coordination. The study further found that cross border agencies work under one roof improving sharing of information and solving of issues as they emerged, improving service delivery and cooperation among cross border agencies. The study found that joint inspections at OSBP have enhanced cross border interagency coordination. The study found that there are operational challenges in terms of clearances of people, clearance of goods and coordination that have faced the adoption of the OSBP concept at the Namanga border post.

5.3. Conclusion

The study examined the length of time it took to clear goods after the implementation of the OSBP concept and the findings revealed that it only took less than one hour to clear special goods while it took between one hour and three hours to clear other goods. The study also found that it took less than four hours to clear special goods before the OSBP concept while it took more than a day to clear other goods. The study concluded that there has been improvement in the clearance of both people and goods since all the officers are located at the same place and that people and goods only made one stop while crossing the border whereas they made two stops before the adoption of the OSBP concept. This has made the movement of people and goods easier and faster as a consequence of the adoption of the OSBP concept. The study examined whether there was improved interagency coordination among the MDAs working at Namanga border after the adoption of the OSBP concept and the findings indicated that there has been improvement on interagency coordination. The study also concluded that the agencies were sharing information in relation to border management. They are encouraging one another on multiagency approach thus improving cooperation of agencies at the border. The agencies are working in unison to solve issues as they occurred in the course of clearance of goods and people. The study concluded that joint patrols at OSBP have enhanced interagency coordination.

The study sought to find out whether there was improved cross border interagency coordination at the Namanga border post after the implementation of the OSBP concept and the findings showed that there has been improvement on cross border interagency coordination. The study further found that cross border agencies were working under one roof thus improving the

sharing of information and solving of issues as they emerged. This has improved service delivery and cooperation among cross border agencies. The study concluded that joint inspections at OSBP have enhanced cross border interagency coordination.

5.4. Recommendations

From the foregoing discussions and conclusion, the study makes the following recommendations for policy makers, that the management of the one stop border post facility required high level involvement and consultations of all the government and private stakeholders at the border by involving all players in the implementation of OSBP concept and consultations would result in more support, exchange of ideas and informed decisions.

For practice, consideration should be given to some practical implementation issues such as clear action plans, timeframes, and the allocation of responsibilities and resources. There is need to empower government officials and the private users of the border through training and retraining. Such trainings will ensure officers undertake their duties with confidence.

5.5. Limitations of the Study

About 25% of the targeted respondents did not return the questionnaires given to them, they were non-responsive and tracing them proved futile since they were working in shifts which had been disrupted by the COVID-19 pandemic. Another limitation of the study was related to the fact that the data were collected in the Namanga border post and its findings may therefore not be generalized to apply to all border posts in Kenya.

5.6. Suggestions for Further Research

Based on the results of this research study, the researcher recommends that a replica study be done in other border points that have implemented the OSBP concept to find out the effectiveness of the OSBP concept on management in those borders. Such a study would establish whether a standard approach can be applied in implementing the OSBP concept in different border points. In addition, the study recommends that a further study that include all the stakeholders at the border. The private sector is very crucial as the strategy will affect them and involving them would lead to a successful implementation. Future studies to be carried out

on the customers who include travelers and private businesses at the Namanga OSBP and its environs so as to gather their views and also such a study should be carried out periodically to find out whether services at the border are improving or declining under the OSBP concept.

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APPENDICES

Appendix I: Questionnaire

My name is Rodah Kiptum, a post graduate diploma student at the Kenya Institute of Migration Studies (KIMS) based at the University of Nairobi. I am carrying out a research study on **THE EFFECTIVENESS OF THE OSBP CONCEPT ON BORDER MANAGEMENT IN KENYA. A CASE OF NAMANGA BORDER POST.** I do humbly request you to respond to the questions herein. All your responses are meant for academic purposes and will be treated with utmost confidentiality. Thank you for your participation.

PART A: BACKGROUND

Please tick and answer the questions where applicable

1. Which organization/agency do you work for?

   ....

2. How long have you been working at Namanga border post?
   a. Below 2 years ( )   c. 4-6 years   ( )
   b. 2-4 years   ( )   d. Over 6 years ( )

3. Have you ever worked at the Namanga border post before the implementation of the OSBP concept?

   Yes ( )   No ( )

PART B: EFFICIENCY

4. (A) On average, how long does it take to clear a person in minutes?
   (a) Less than 2 mins   (c) 4-6 mins
   (b) 2-4 mins   (d) over 6 mins

   (B) On average, how long did it take to clear a person in minutes before the introduction of the OSBP concept?
   (a) Less than 2 mins   (c) 4-6 mins
   (b) 2-4 mins   (d) over 6 mins

5. (A) On average, how long does it take to clear goods under the OSBP concept?

(a) Special goods e.g. perishable goods, medications etc.

....

....

Other goods

....

....

(B) On average how long did it take to clear goods before the adoption of the OSBP concept?

(a) Special goods e.g. perishable goods, medications etc.

....

....

Other goods

....

....

6. Based on your experience, is there any improvement in the efficiency in;

(a) Clearance of people?

....

....

(b) Clearance of goods?

....

....

PART C: INTERAGENCY COORDINATION AMONG KENYAN MDAS AT THE BORDER

7. (A) Based on your experience on two-stop border posts operations, can you say that there is a general improvement on interagency coordination?

    (a) Yes ( )   (b) No ( )

    (B) Please explain your answer

....

....

....

....

....

Rate the extent to which operations under OSBP concept have enhanced interagency coordination. The numbers represent the following (1) Strongly agree (2) Agree (3) Undecided (4) Disagree (5) Strongly disagree

No.	Item	1	2	3	4	5
a.	Joint patrols at OSBP have enhanced interagency coordination					
b.	Joint meetings at OSBP have enhanced interagency coordination					
c.	Joint trainings at OSBP have enhanced interagency coordination					
d.	Joint inspections at OSBP have enhanced interagency coordination					
e.	Any other............................					

PART D: CROSS BORDER INTERAGENCY COORDINATION

8. (A) Based on your experience on two-stop border posts operations can you say that there is a general improvement on cross border interagency coordination?

    (a)Yes ( )   (b) No ( )

(B) Please explain your answer

....

....

....

9. Rate the extent to which operations under OSBP have enhanced cross border interagency coordination. The numbers represent the following (1) Strongly agree (2) Agree (3) Undecided (4) Disagree (5) Strongly disagree

No.	Item	1	2	3	4	5
a.	Joint patrols at OSBP have enhanced cross border interagency coordination					
b.	Joint meetings at OSBP have enhanced cross border interagency coordination					
c.	Joint trainings at OSBP have enhanced cross border interagency coordination					
d.	Joint inspections at OSBP have enhanced cross border interagency coordination					
e.	Any other...........................					

10. (A) Are there any operational challenges in terms of clearances of people, clearance of goods, coordination that have faced the adoption of the OSBP concept at the Namanga border post?

    (a) Yes ( )   (b) No ( )

(B) Please explain your answer...

....

....

How can/have such challenges be/ been addressed?

....

....

....

THANK YOU!!

Appendix II: Certificate of Correction

Kenya Institute of Migration Studies (KIMS)

in collaboration with ▲ **Maastricht University**

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Date: 02/11/2020

RE: <u>CERTIFICATE OF CORRECTION: RODAH KIPTUM JEPKOSGEI -
Q68/30617/2019</u>

This is to certify that Ms. Rodah Kiptum Jepkosgei has effected corrections from the board of examiners.

Murimiri Mathai.

Supervisor.

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