



Enhancing National Security: Integrated Border Management Strategies at the Namanga Border in Arusha Tanzania

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Abstract

This study investigated the integrated border management strategies used for national security at the Namanga border in the Arusha Region of Tanzania. The aim was to identify these strategies and examine the challenges they face. The study was guided by the Panic Theory of Border Control, the Mutual Benefits Theory, and the Segmentation Theory. A mixed-method approach with a parallel convergent research design was used. Data were collected using interview guides and questionnaires. Cluster-based simple random and purposive sampling was employed to select 44 respondents, including 18 immigration officers, 5 customs officers, 12 police officers, 8 clearing and forwarding officers, and 4 heads of departments from immigration, police, customs, and clearing/forwarding offices. Quantitative data were analyzed descriptively, while qualitative data were thematically analyzed. The findings revealed that the integrated border management strategies included intra-service cooperation, inter-agency cooperation, and international cooperation. Intra-service strategies involved cooperation between central, regional, and local levels and information exchange within one ministry/agency. Inter-agency strategies included coordinated processing at border crossings and awareness-building among agencies. International strategies comprised local cooperation between officials on both sides of the border, bilateral cooperation between neighboring countries, and multinational cooperation. Major challenges identified were the lack of adequate and relevant tools and infrastructure; lack of customs harmonization, corruption, border disputes, insufficient staff, inadequate communication technology, and poor coordination within and among agencies. The study recommends that the Ministry of Foreign Affairs and East African Cooperation work towards improving coordination and cooperation among all agencies at the Namanga border.

Keywords: Border Management, Strategies, Namanga Border, National Security.

1. Introduction

Globally, the border environment is complicated and is home to numerous actors who have competing interests (Opon, et al., 2015). Borders are "places of economic and political opportunity for nations and

states as well as for a variety of other organizations and interest groups, both legal and illegal (McLinden, et al., 2016). Boundaries have been significant to the state because they act as a subliminal reminder of its sovereignty throughout human history. Two significant

opposing processes, however, have occurred over the past 30 years. New borders have been established or "externalized" as a result of the breakup of the Soviet Union and Yugoslavia and the subsequent appearance of new nations on the map of the world (Kamba, 2019). The European Union, which has been the world's most successful integration effort, and the border environments of the affected countries have been significantly impacted by these transformational processes (McLinden, et al., 2016). The borders continued to serve as the major indications of sovereignty for other nations starting their journey toward independence. At the same time, the most successful integration project in human history, the European Union (EU) leading to the 'internalization' of the borders, resulted in the creation of the Single Market, Schengen area, and common external border. These processes of transformation have had a significant impact on the border environment of the countries concerned. For some countries, borders lost their primary function as barriers and acquired a new 'bridging' function (Lan & Xiao, 2014).

Apart from the political transformation, the border environment is exposed to other kinds of external influence, such as major security shocks. For example, in response to September 11, the meaning of borders changed for all countries exporting to the United States of America (USA) (Mensah, 2017). The US policy response to the attacks was the implementation of the Container Security Initiative (CSI) and the Customs-Trade Partnership Against Terrorism (C-TPAT), both of which were considered the starting point for borders in the country of export. The geographical borders, they obtained a new meaning from trade and security perspectives (ibid). In addition to security shocks, natural disasters are

occurring more frequently and on a much larger scale, and there are economic crises all of which are affecting the supply chains and labor markets (Mensah, 2017). At the same time, the processes of globalization and trade liberalization have led to changes in consumer expectations, where consumers can now choose among similar products produced by different companies in different countries (Council of Europe, 2016). As a result, the growing competition among companies that need to produce and deliver their products faster and reduce production and transportation costs has led to changes in the supply chains and growing pressure on border agencies to carry out their roles more effectively and efficiently, while the volumes of goods moving around the world continue to grow (ibid).

The benefits of globalization, such as faster cross-border movement and technological progress, also contribute to the operations of terrorists and other criminal groups. As opposed to terrorist activities, clandestine activities are not aimed at undermining or destroying the state authority (Ndunda, 2016). Having a profit-driven nature, illegal activities might contribute to the weakening of a state, threaten consumer health and safety, reduce income to the state budget normally obtained through duties and taxes, and have an indirect impact on security in the region due to the way those activities are conducted or goods are being traded (Ndunda, 2016; Mensah, 2017).

The major regulators of this complex environment are border agencies that have specific mandates and roles, such as revenue assurance, migration, radiological, transport, ecological, and food safety controls. Many of these agencies are also subject to various pressures, such as financial and staffing limitations, problems of intra-agency and inter-agency

cooperation and information exchange, non-transparent legislation, increasing procedural requirements, revenue pressure, and rising demands from the private sector (Borrelli, 2019). As the governments adjust old policies and design new ones to better tackle these challenges, within the customs community there is recognition that increasing cross-border flows, limited resources, and growing expectations for improved facilitation and control by governments, the trade community, and travelers necessitate enhanced coordination between the agencies. Moreover, the role of Customs as the gatekeeper of the state and the embodiment of its sovereignty at the borders becomes more prominent (Opon, Okoth, & Onkware, 2015). In the Global Approach to Migration, where partner nations are encouraged to modernize their border management systems, Integrated Border Management (IBM) has been confirmed as a priority area for collaboration with other countries (Kamba, 2019; Council of Europe, 2016).

According to the International Center for Migration Policy Development (ICMPD, 2019) an overall model for European border management is important for safeguarding internal security, preventing irregular immigration and other cross-border crime, and for ensuring smooth border crossings for legitimate travelers. The concept of IBM has therefore been developed to ensure efficient, extensive, and cost-effective management of the external borders of the European Union as concerns controlling the movement of persons. The policy is and will continue to be developed on the basis of the three main blocks in place common legislation, operational cooperation, and financial solidarity (ICMPD, 2019). IBM's concept includes all the measures relating to policy, legislation,

systematic cooperation, and the distribution of the burden, personnel, equipment, and technology taken at different levels by the competent authorities of the Member States (ibid).

Protection of internal security and management of migratory flows to avoid irregular migration, related crime, and other cross-border crimes are the first three objectives that border management must achieve (Ndunda, 2016). These objectives are equally important and totally compatible with one another. Second, the vast majority of travelers who meet the requirements outlined in the pertinent Regulations should have easy and quick border crossings; third, all fundamental rights should be upheld, including treating every person with the utmost respect for their human dignity and granting access to international protection to those who require it (Borrelli, 2019; Ndunda, 2016).

The African Union Strategy for Integrated Border Governance (AUSIBG) is an instrument developed to use borders as vectors to promote peace, security and stability, and to improve and accelerate integration through effective governance of borders while facilitating easy movement of people, goods, services and capital among African Union (AU) Member States (AUSIBG, 2019). The Strategy is built on the understanding that African countries have not yet effectively governed their borders to harness benefits, reduce and when possible eradicate threats, prevent crime, and facilitate cross-border cooperation. It is also built on the assumption that African countries have not yet fully exploited the borders' potential as a resource for peace, security, and stability and for greater integration and socioeconomic development of the continent. (AUSIBG, 2019, p. 8). In support of the safe, orderly, and regular movement of goods and

persons, the International Organization for Migration's (IOM), Immigration and Integrated Border Management (IBM) Division supports Member States in the enhancement of maritime security by providing technical guidance on appropriate policies, legislation, administrative structures and operational systems (AUSIBG, 2019; Ndunda, 2016).

In the East African region, cross-border trade plays a critical role in the economic development of the partner states, both within and outside of their borders. The Namanga One-Stop Border Post between Tanzania and Kenya can be cited as a demonstration of Integrated Border Management. The border post had over 10 government agencies operating independently in handling different responsibilities. This situation led to an increase of operational costs and disjointed decision-making, which together made it difficult to coordinate and facilitate trade in a more efficient way (Duez, 2016). The situation improved, nonetheless, as a result of later organizational consolidation and operational simplification. The Japan International Cooperation Agency (JICA), the Department for International Development (DFID), and the World Bank have improved cross-border activities (Duez, 2016; McLinden, et al., 2016).

Despite the importance of integrated border management in national security, the information about the strategies and challenges in place of study is limited. There are also no clear procedures of integrated border management (IBM), legal and policy statements that guide how various agencies at the border can interact to bring effectiveness to national security (Due, 201; Opon, et al., 2015; Wakoth, 2019). Focusing on integrated border management strategies and humanitarian border policies and interventions can make coordination at the border effective hence

the stability of national security (McLinden, et al., 2016; Lan & Xiao, 2014).

2. Literature Review

The term 'Integrated Border Management' covers all the operations that serve to control the crossing of external borders, address potential threats at the external borders, and contribute to combating serious and cross-border crime (Lipics, 2017). Integrated Border Management may be regarded as an essential complement to the principle of free movement of persons within the regional-specific area, a common area for freedom, security, and the rule of law.

National security according to Ripsman & Paul (2018) is a state, attained as a result of joint, purposeful measures implemented by the country, that ensures improvement of internal and external security of the country/state, as well as improves general abilities and readiness for detection, prevention, and overcoming of threats to the national security. National security encompasses the security and defense of a sovereign state, including its citizens, economy, and institutions, which is regarded as a duty of government (Ndunda, 2016). Originally conceived as protection against military attack, national security is widely understood to include non-military dimensions, including security from terrorism, minimization of crime, economic security, energy security, environmental security, food security, and cyber-security (Ripsman & Paul, 2018). Duggan (2016) classifies the key components of IBM policy, process, people, and infrastructure as well as equipment technology. She pointed out that many of the methodology outlined in some countries are already done by separate reform programs, but the difference is that it integrates these technologies together, and the "holistic and collaborative end-to-

end" approach is a significant change (Mutua, 2022). Traders and passengers are strengthened, and honesty and accountability are increased. Singh (2017) observed that IBM enhances security with improved intelligence and more effective enforcement. Lan & Xiao (2014) noted that countries, where IBM is implemented, are more efficient, because it promotes legal trade and travel, and clearance procedures are more reliable and secure with quick and more reliable clearance and release times and payments, the private sector profits from the IBM approach.

Also, Lan & Xiao (2014) found out that policy makers frequently believe that they must make the choice between regulatory control and trade facilitation. However, Meloni (2017) challenges this, he points out that IBM creates an industry-friendly, more transparent and competitive regulatory framework that fosters competitiveness and growth while ensuring compliance with legislation—a true "win - win" situation. The IBM strategy, Meloni (2017, p. 17), says, "Could offer a range of benefits to government and to the private sector when properly designed, applied and adequately resourced. Meloni (2017) noted that the issuance of clearances for compliance traders and passengers is timely and consistent when implemented correctly by IBM. Costs are transparent, and the country is able to attract more foreign investment competitively. Mensah (2017) does not disagree with this view but stresses that border management agencies must establish a common vision and inter-agency strategy for the implementation of IBM as reported by Lan & Xiao (2014) as well as Meloni (2017).

Similarly, Cean (2019) found that traders in Central Asian countries have to comply with cumbersome regulatory requirements in doing business, ranging

from obtaining certificates/permits to going through complicated formalities required by different border control agencies. The improvement of border management constitutes one important component of trade facilitation reforms which aim at reducing trade costs and time by removing "red tape" and other trade obstacles at the border as well as beyond the border. According to Cean (2019, p. 41), the challenges to trade facilitation in connection with border management include the following which is not exhaustive. Impediments to Physical Infrastructure in which according to Cean (2019), trade impediments related to physical infrastructure included; constraints of adequate and proper infrastructures for clearance at borders, road and rail infrastructures, and constraints on the use of technical aids at border posts to facilitate speedier clearance.

Furthermore, Cean (2019) findings revealed Impediments to institutional policies and regulations which included; lack of an integrated and strategic development plan, lack of customs harmonization, long delays in border crossing, limited customs facilities for on-site clearance at border crossing, fees for escorts, obstacles which may be result of actions by neighboring countries such as closure of borders and unofficial payments.

Moreover, Gil & Maria- Teresa (2018) found that, the categories of controlling agencies involved in border management is similar in all the countries concerned but only differ in the naming of the organization. The services include, the Frontier service, Customs service, Ministry of Agriculture in the capacity of veterinary and phyto-sanitary control, Ministry of Health (for sanitary and epidemiological control and in some vested responsibility for radiation control), and Ministry of Transport (Standards organizations for the

assurance of conformity to national standards may also play a part). Coordination and collaboration can take the form of empowering a single authority at the border crossing to function for the agency concerned. Clear guidelines and procedures will, however, have to be established. Adequate and continuous training must also be provided to the empowered agency. In his study at the International Centre for Migration Policy, Conner (2020) found that, cumbersome procedures on documentation to be presented to the controlling agencies are one of the impediments towards facilitating trade. Conner (2020, p. 130) explains that “an example could be the customs service acting strictly based on their legislation and requirement”.

Literature review show that border management is not only defined on security approach, but address economic and social development, trade and relations and role of border communities as a whole (Massey, et al., 2018). Integrated Border Management serve to control the crossing of external borders, address potential threats at the external borders and contribute to combating serious and cross-border crime (Lipics, 2017). Furthermore, studies show that national security ensures improvement of internal and external security of the country/state, as well as improves general abilities and readiness for detection, prevention, and overcoming of threats to national security (Ndunda, 2016).

Reviewed studies have shown that there are challenges facing integrated border management. Such challenges were categorically related to; Challenges to Trade Facilitation such as impediments to physical Infrastructure, operational capacity of controlling agencies as well as institutional policies and regulations (Caen, 2019). Other challenges are

those related to: Inter-agency Coordination and Collaboration (Gil & Maria- Teresa, 2018), and Procedures and Documentation for Transportation of Goods across the Borders (Conner, 2020). However, there is scarce of research records that assessed specific strategies that are used in enhancing integrated border management, neither for the challenges facing integrated border management for national security at Namanga Border in Arusha Region Tanzania. To fill this gap from the literature this study investigated the integrated border management strategies used for national security in Tanzania, taking an experience of Namanga Border in Arusha Region.

3. Methodology

A mixed research approach was used to address the research problem and the study employed a parallel convergent design. The target population were Immigration officers, Custom officers, Clearing officers and Police officers at Namanga Border. Cluster based simple random sampling and purposive sampling were used in selecting 44 respondents who include 18 Immigration officers, 5 custom officers, 12 Police officers, 8 clearing and forwarding officers as well as 4 Heads of Department for Immigration, Police, Custom, Clearing/forwarding offices. This study involved two (2) research instruments namely; questionnaires and interview guide. The researcher used this combination of methods for data collection because the use of more than one instrument helps to obtain adequate and relevant information for the study (Kabir, 2016).

The study observed ethical issues whereby the researcher obtained an introduction letter from the Directorate for Postgraduate Studies of Institute of Accountancy Arusha (IAA), letter was presented to the

respective authorities to request the research permit to allow data collection. After being authorized to collect data, the researcher requested permission from respondents before embarking on data collection process. Thus, for the purpose of validity, research instruments were refined through the comments from research experts including researchers' supervisor, other instructors from Institute of Accountancy Arusha (IAA) and researcher's fellow students. Opinions from expert were used to make necessary correction on the instruments to ensure they were valid. The purpose was to ensure the instruments focused on capturing the required information from respondents who answered the research questions and checking the relevance and clarity of instruments before data collection. On reliability, Cronbach's Alpha was used to measure the reliability or the internal consistency of the Likert-type instruments. The researcher conducted a pilot study on 20 officers, and these officers were not included in the actual study. The data obtained was tested for internal consistency of instrument items using the SPSS Version 21 computer program. The reliability test was done using Cronbach's alpha through the split-half method to obtain reliability correlation coefficient. It was found that the overall reliability statistics on reliability correlation coefficient for questionnaire items was 0.85. According to Creswell & Creswell (2018), reliability is considered conventional if Cronbach Alpha (α) is from 0.7 to 0.9. Hence the instruments were considered reliable enough and thus, the researcher used them for field data collection

During data analysis, the researcher used both quantitative and qualitative data analysis techniques in analyzing data. Quantitative data from questionnaires was analyzed using descriptive

statistics with the aid of Statistical Package for Social Sciences (SPSS) version 20. These data was recorded as frequencies, percentages, mean and standard deviation and presented in form of tables. Qualitative data from interviews and data from semi-structured questions from questionnaire guide was analyzed thematically. The researcher transcribed the interview from the interview verbal data to the written texts. Data was then be arranged into major themes and sub themes based on research objectives for creating meaningful units of analysis. After analysis, the researcher presented the findings using tables and direct quoting.

4. Findings and discussions

As stated earlier, this study investigated the integrated border management strategies used for national security at Namanga Border in Arusha Region Tanzania. The objectives to identify integrated border management strategies used for national security at Namanga Border and to examine the challenges facing integrated border management for national security at Namanga Border in Arusha Region Tanzania. The findings are presented as follows.

Integrated Border Management Strategies Used For National Security at Namanga Border

The first objective of this study was to identify integrated border management strategies used for national security at Namanga Border. To fulfill this objective, Immigration officers, Customs officers, Clearing officers, and Police officers responded to a structured questionnaire while Regional Immigration Officer, Regional Clearance officer, Region Police Officer, and Regional Custom Officer were interviewed with an interview guide. The questionnaire items

prepared for this objective had five five-point Likert scales ranging from strongly agree (=5) to strongly disagree (=1). Mean and standard deviation were used to determine the average of respondents' responses. Within the five point ranges, two bisecting scores were used to make the analysis clear as suggested by Gay and Airasian (2013); these scores

were (1.00 – 3.00) and (3.01 – 5.00). The remark was reached upon the mean value, where by a mean value between 1.00 and ≤ 3.00 were considered Disagreed and from 3.01 to ≥ 5.00 was considered Agreed. Findings from Ward Health Officers, Ward Police Officers and Ward Chancellors are presented in table 1.

Table 1: Participants responses on Integrated Border Management Strategies Used for National Security at Namanga Border

Item No.	Integrated Border Management Strategies Used For National Security at Namanga Border	M	SD	Remarks
Intra-service cooperation strategies (Exchange of information within one ministry/agency)				
B1	cooperation between central, regional and local levels in each agency	4.24	1.004	Agreed
B2	cooperation between different units of the same level in each agency	3.91	1.221	Agreed
B3	exchange of information within one ministry/agency	4.31	0.793	Agreed
Inter-Agency cooperation strategies (Between different ministries or border management agencies)				
B4	coordinated processing at border crossings	4.21	0.765	Agreed
B5	Awareness-building among agencies	4.02	0.941	Agreed
B6	Joint responsibilities	4.13	0.815	Agreed
B7	Integrated information technology systems	4.09	0.763	Agreed
International cooperation strategies (Between different border country agencies)				
B8	Local cooperation between officials on both sides of the border	4.27	0.618	Agreed
B9	Bilateral cooperation between neighboring countries	4.38	0.684	Agreed
B10	Multinational cooperation, focusing on border management issues	4.16	0.821	Agreed

Source: Field Data, 2023

As presented in Table 1 respondents in their majority agreed all the items for Intra-service cooperation strategies, inter-Agency cooperation strategies and International cooperation strategies as integrated border management strategies used for national security at Namanga Border. Based on Intra-service cooperation strategies, respondents agreed that there is; cooperation between central, regional and local levels in each agency (M = 4.24 SD = 1.004), cooperation between different units of the same level in each agency (M = 3.91 SD = 1.221) and exchange

of information within one ministry/agency (M = 4.31 SD = 0.793).

These findings are in line with Salter & Mutlu (2018) who asserted that, in order to fully exploit the potential benefits from the integrated border management, all government agencies within each neighborhoods country whose policies include border management functions and interventions need to be considered equally and involved in the development of cooperative solutions/policies/ services delivered at the border. A matter of fact, this findings could also

imply that cooperation such as alignment of day-to-day operations, agreements on opening hours, informal information exchange and recognizing of controls among one ministry or agency of one country at the border would also have beneficial impact and would operate as the first steps towards more integrated cooperation even between one agency and the other.

Similarly, the fact that this study found exchange of information within one ministry/agency being one of the intra-service cooperation strategy used for national security at Namanga Border, it imply that there are sharing of relevant information between segments of each agency such as exchange of information within immigration or within police, within custom as well as clearing and forwarding segments. These findings are supported by Duggan (2016) who classified the key components of IBM being; policy, process, people, infrastructure and equipment technology, by putting emphasis that, the goal of communication and information exchange is to regulate and standardize an efficient and rapid flow of information and effective documentation during various processes and activities at the border within one agency. Which means when different agencies at the border share information, helps both to the smooth running of the works of each agency but also for the customers who uses such border agencies.

Regarding inter-agency cooperation strategies, data in Table 1 show that respondents agreed that there is; coordinated processing at border crossings ($M = 4.21$ $SD = 0.765$), awareness-building among agencies ($M = 4.02$ $SD = 0.941$), integrated information technology systems ($M = 4.09$ $SD = 0.763$) and joint responsibilities ($M = 4.13$ $SD = 0.815$) as integrated border management strategies used for national

security at Namanga Border. These findings about coordinated processing at border crossings are in line with who asserted that, in coordinated inter-agency cooperation and border processing, members in each agency shall, to the extent possible and practicable, cooperate on mutually agreed terms with other members of other agency/agencies with whom it shares a common border with a view to coordinating procedures at border crossings to facilitate cross-border trade and ensure peace and security is the priority in all activities. This imply that, such cooperation and coordination may include things like; alignment of working days and hours, alignment of procedures and formalities, development and sharing of common facilities as well as joint controls and establishment of one stop border post control.

As the findings revealed that at Namanga Border, there exist integrated information technology systems among agencies, this implies that between agencies such as immigration, police, custom and clearing and forwarding agencies. These findings are supported by Lan & Xiao (2014) who found that, the available integrated information technology systems among agencies have quite improved the performance of the border management by cutting the cost of management, increasing the speed of clearance, improved transparency and improved the level of efficiency of container traceability making increasing the security of the people, goods and products. This could also mean that the availability of integrated information technology systems at Namanga border ensures management of operations are no longer influenced by bureaucracy and that other parties and agencies are involved in the decision making process, thus improve the monitoring of people flow across the border for better peace and security of the country.

Conversely, as presented in Table 1 other integrated border management strategies used for national security at Namanga Border were those related to International cooperation strategies, which include; local cooperation between officials on both sides of the border (M = 4.27 SD = 0.618), bilateral cooperation between neighboring countries (M = 4.38 SD = 0.684) and multinational cooperation, focusing on border management issues (M = 4.16 SD = 0.821). These findings imply that, at Namanga border, there are International cooperation strategies between Kenya and Tanzania that focus on shared physical infrastructure in which the customs and border services of both countries operate side by side. Similar findings are supported by Herbst (2016) who argued that, by establishing close cooperation at all levels in each and between agencies of different countries, integrated border management seeks to ensure the streamlining of customs and immigration processes, timely sharing of information, reduced waiting periods and an enhanced capacity to detect illicit trans-border activities and improve peace and security among bordering countries. It worth mentioning that, this kind of international cooperation strategies simplifies the border-crossing process for travelers and authorities alike, and fosters international cooperation and information sharing for improved border security at both countries.

Challenges Facing Integrated Border Management for National Security at Namanga Border

The second objective of the study aimed to examine challenges facing integrated border management for national security at Namanga Border in Arusha Region Tanzania. Immigration officers, Custom officers, Clearing officers and Police officers responded to questionnaire guide while Regional Immigration Officer, Regional Clearance officer, Region Police Officer and Regional Custom Officer responded to interview questions which was conducted face to face with the researcher.

The questionnaires items prepared for this objective had five point Likert scale ranging from strongly agree (=5) to strongly disagree (=1). Mean and standard deviation were used to determine the average of respondents' responses. Within the five point ranges, two bisecting scores were used to make the analysis clear as suggested by Gay and Airasian (2013); these scores were (1.00 – 3.00) and (3.01 – 5.00). The remark was reached upon the mean value, where by a mean value between 1.00 and ≤ 3.00 were considered disagreed and from 3.01 to ≥ 5.00 was considered agreed. Findings from Migration officers, Custom officers, Clearing officers and Police officers are presented in Table 2.

Table 2: Participants Responses Challenges Facing Integrated Border Management for National Security at Namanga Border

Item No.	Challenges Facing Integrated Border Management for National Security at Namanga Border	M	SD	Remarks
D1	lack of adequate and proper infrastructures for clearance at borders	3.91	0.973	Agreed
D2	lack of expertise and a professional cadre of officials	4.24	0.743	Agreed
D3	Insufficient government budget	4.22	1.064	Agreed

D4	lack of customs harmonization	3.91	0.973	Agreed
D5	Poor inter-agency coordination	3.71	1.058	Agreed
D6	Corruption among border agency officials	3.91	0.973	Agreed
D7	Unqualified and undedicated officers	4.00	1.000	Agreed
D8	Inadequacy of communication technology and infrastructures	4.16	1.043	Agreed

Source: Field Data, 2023

Data in Table 2 show that there were challenges facing integrated border management for national security at Namanga Border as Respondents agreed for all the items. Findings show that, major challenges include; lack of expertise and a professional cadre of officials (M = 4.24 SD = 0.743), Insufficient government budget (M = 4.22 SD = 1.064) and inadequacy of communication technology and infrastructures (M = 4.16 SD = 1.043). These findings are supported by Cean (2019) when assessing challenges to trade facilitation in connection with border management, and found that there were challenges related to physical infrastructure, burdensome customs procedures and frequent changes to the regulations, lack of an integrated and strategic development plan and the lack of customs harmonization. These findings could imply that, these challenges downgrade efforts to the integrated border management for national security at Namanga Border. It means workers at the border should be trained to carry out inter-agency activities, remove redundancies, reduce duplication and enhance customer service quality where appropriate. Therefore lack of expertise and a professional cadre of officials means The Namanga Border agencies have to undergo a transition period to adopt a viable form of border management that facilitate legitimate trade and travel between Kenya and Tanzania whilst ensuring national peace and security for each country.

Finding in Table 2 also show that; unqualified and undedicated officers (M = 4 SD = 1), lack of adequate and proper infrastructures for clearance at borders (M = 3.91 SD = 0.973) and the lack of customs harmonization (M = 3.91 SD = 0.973) were also other challenges facing integrated border management for national security at Namanga Border. These findings are supported by De Haas, (2019) who observed that, lack of customs harmonization, long delays in border crossing, limited customs facilities and infrastructures for on-site clearance at border crossing, fees for escorts, obstacles resulted due to actions by neighboring countries such as closure of borders and unofficial payments were impeding integrated border management in Central Asian countries. Lack of adequate and proper infrastructures for clearance at borders and the lack of customs harmonization can lead to doling up border clearance and may add substantially to the costs of the importers/exporters and lead to inefficiency in ensuring national peace and security a the border. Conner (2020, p. 130) argued that inadequate infrastructures and facilities, and lack of cooperation among border agencies within a country and between neighboring countries are common problems that make cross-border trade costly and time-consuming and hinder trade competitiveness and undermine peace and security observations.

Furthermore, findings show that corruption among border agency officials (M = 3.91 SD = 0.973) and poor

inter-agency coordination ($M = 3.71$ $SD = 1.058$) also impose challenges to the integrated border management for national security at Namanga Border. These findings are in line with those obtain in Uzbekistan by Laczko, Singleton, Brian, & Rango (2020) who found that, corruption at border controls provides supplementary revenues to state agents as much as it exposes the region to a number of interrelated threats including illegal trade, criminal networks, smuggling of weapons and drugs, human trafficking and spread of terrorists. A matter of fact, corruption of border officials, which is known to happen, undermines the integrity and existence of border controls and needs to be taken seriously as a problem in the planning, implementation, and management of border controls. Meloni (2017) argues that corruption at borders and ports involves various actors, including customs officials, border guards, and port operators, with different powers and bureaucratic mandates, resulting in different discretionary powers and opportunities to extract bribes. Thus these

findings suggest that, measures to address corruption at ports and borders include systemic measures addressing the underlying causes of corruption by simplifying and harmonizing customs and border procedures.

The study also prepared an item in the questionnaire guide for Migration officers, Customs officers, Clearing officers, and Police officers which was an open-ended question item, whereby participants were required to give their opinions on challenges facing integrated border management for national security at Namanga Border. Similarly, Regional Immigration Officer, Regional Clearance Officer, Regional Police Officer, and Regional Custom Officer through interview questions, were required to give their opinions and explain challenges facing integrated border management for national security at Namanga Border. Qualitative data obtained from both respondents were thematically analyzed and the findings are presented in Table 3.

Table 3: Participants Responses on Other Challenges Facing Integrated Border Management for National Security at Namanga Border

Challenges Facing Integrated Border Management For National Security at Namanga Border	RIO, RCO, RPO and RCO		Immigration officers, Custom officers, Clearing officers and Police officers		Total	
	X/4	(%)	X/41	(%)	X/45	(%)
Corruption among officers	2	50.0%	29	70.7%	31	68.9%
Penetration and Illegal Immigration	2	50.0%	32	78.0%	34	75.6%
Border Disputes	1	25.0%	20	48.8%	21	46.7%
Smuggling and Illegal Trade	2	50.0%	31	75.6%	33	73.3%
Lack of sufficient staff	3	75.0%	28	68.3%	31	68.9%
Lack of proper technology and relevant tools	2	50.0%	27	65.9%	29	64.4%
Terrorism threats	3	75.0%	29	70.7%	32	71.1%

Lack of proper coordination within and among agencies	3	75.0%	24	58.5%	27	60.0%
Poor Border Infrastructures	1	25.0%	19	46%	20	44%

Source: Field data, 2023

Data in Table 3 indicates participants' opinions on other challenges facing integrated border management for national security at Namanga Border. Findings show that 31 (68.9%) participants commented that there is corruption among officers while penetration and illegal immigration were mentioned by 34 (75.6%) respondents as other challenges facing integrated border management for national security at Namanga Border. One respondent argued:-

"...for me I can say, the number one challenge is corruption that exist among officials. Both agency officials are bribed by customers and they render weak services by favoring others. So this leads to penetration of illegal goods and even illegal immigrants". (Interviewee-2; Namanga, Wednesday, 23rd August, 2023; 09:20am)

This implies that corruption among officers as well as penetration and illegal immigration were the major challenges facing integrated border management for national security at the Namanga Border. These findings are supported by Duggan (2016) who asserted that the combined effect of corruption, at all levels in border management, is to subvert the government's ability to govern through its institutions by encouraging some public officials to fail in their duty and responsibilities. It is obvious that border corruption has a detrimental impact on shipping costs, trade, revenue collection, illegal migration as well as organized crime, and security. These findings took their value in emanating proper measures to fight corruption at the Namanga border in

order to improve integrated border management for national security.

Similarly, findings in Table 3 show that, 21 (46.7%) respondents commented that there are border disputes at the Namanga border while the challenge of smuggling and illegal trade was mentioned by 33 (73.3%) of respondents. During the interview, one participant commented that;

...We can't deny some border disputes, especially between our side and Kenya. They may be due to different policies and regulations...and to me, a big challenge is smuggling for some cases and also illegal trade conducted by local communities who reside within the border premise... The government should look at this and improve the situation (Interviewee-1; Namanga, Wednesday, 23rd August, 2023; 12:30 Pm).

This implies that, due to the presence of border disputes, it was possible for illegal trade to be conducted at the border and the trafficking of drugs or people. Katerere, Hill, & Moyo (2019) asserted that customs and border control agencies face key challenges in preventing illicit trade and disrupting transnational smuggling operations. Thus customs and border control agencies face a formidable task in disrupting illicit trade flows and dismantling organizations involved with smuggling operations. These challenges calls for joint national (both Kenya and Tanzania) efforts in order to improve Integrated Border Management for National Security.

Findings in table 3 also show that, 31 (68.9%) participants commented that there is lack of sufficient staff while the challenge of lack of proper technology and relevant tools was mentioned by 29 (64.4%) respondent. It was insisted by one respondent that;

“...infrastructures are poor at the border, therefor it’s hard for few of us to be able to handle such a mass movements of people and ensure country security... after all we have few personnel as compared to what were needed...and there no enough tools and technology that can simplify our integration here at the border”. (Interviewee-4; Namanga, Wednesday, 23rd August, 2023; 02:00pm)

These findings are supported by Duez (2016) who found that border agency in some countries continues to rely strongly on voluntary contributions of equipment and personnel from EU states in order to carry out its 86 operations, despite its recent funding increases. These findings means that the lack of sufficient staff, proper technology and relevant tools hinders Integrated Border Management for National Security at Namanga border. These findings could mean that, border control agencies and border police at Namanga border lack staff, infrastructure and funding. This can make criminal networks benefit from that situation and can transport groups across borders where there are no regular inspections thus endanger national security. Mean to say education and collaboration are crucial for helping border agencies to harness the transformational potential of intelligent technologies.

Furthermore, as depicted in table 4.5, 32 (71.1%) commented that there is terrorism threats, 31 (68.9%) mentioned the Lack of sufficient staff while the challenge of lack of proper technology and relevant tools was mentioned by 29 (64.4%) respondents. During the interview, a respondent commented that,

“...People here afraid of bigger risks such as terrorism. The other side of the border, our colleagues Kenya have experience terrorism from Somali soldiers, therefore we also get worried if such bad people will penetrate to Tanzania ...and all this is because we lack proper coordination within and among both agencies here in Tanzania and from other Kenya side...”.

(Interviewee-3; Namanga, 23rd Wednesday, August, 2023; 3:00 pm)

These findings imply that, due to lack of proper technology and relevant tools and sufficient staff, terrorism threats become predominantly a worry to border agencies. As asserted by Lipics (2017) that, securing borders is a realm of state activity that is frequently considered to be prone to vulnerability, especially in terms of how borders might provide opportunities for exploitation by terrorist actors. Simply speaking borders can also be utilized to disrupt and intercept terrorist threats, because in crossing borders, terrorists potentially expose themselves to detection if their activities are properly monitored and recorded. Again it requires cooperation and collaboration between neighboring states, international institutions, and regional agencies to ensure terrorist are tracked down and prevented. All these require the presence of trained

and sufficient personnel, good infrastructure and appropriate detection technology at the borders like the Namanga border.

5. Conclusions

Based on the findings, analysis, and discussions, several conclusions were drawn. Integrated border management strategies for national security were indeed present at the Namanga Border, categorized into three main types: intra-service cooperation, inter-agency cooperation, and international cooperation. Intra-service cooperation strategies included: Collaboration between central, regional, and local levels within each agency and Information exchange within a single ministry or agency. Inter-agency cooperation strategies involved; Coordinated processing at border crossings, Joint responsibilities among different agencies, Awareness-building initiatives among agencies, and Implementation of integrated information technology systems. International cooperation strategies comprised; Local cooperation between officials on both sides of the border, bilateral cooperation between neighboring countries, and Multinational cooperation focusing on border management issues. However, several challenges impeded effective integrated border management at Namanga Border, including; Inadequate and irrelevant tools and border infrastructure, Lack of customs harmonization, Corruption among officers, Border disputes, Insufficient staffing, Inadequate communication technology, and Poor coordination within and among agencies.

6. Recommendations

In light of the study's findings, the following recommendations are made: Enhancing Expertise and Coordination; The Government of Tanzania, through the Ministry of Foreign Affairs and East African Cooperation, should ensure the development of a professional cadre of officials at the Namanga border, Integrated border management should be improved by updating coordination and cooperation among all agencies, All agencies at the Namanga Border should work together at the ports to facilitate the smooth crossing of goods, people, and information, Upgrading Tools and Infrastructure, The governments should assist their respective border agencies in replacing outdated equipment and infrastructure with new, modern tools, Faulty equipment should be repaired or replaced as necessary to ensure efficient border management operations. Professional Development for Border Agencies; Border agencies should seek professional development programs to stay updated on integrated border management systems and Continuous training will help officers acquire new skills in border management and security to adapt to the changing societal landscape.

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