

**FACTORS AFFECTING THE PERFORMANCE OF THE CANINE UNIT AT THE
PORT OF MOMBASA**

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DECLARATION

This Research Project is my original work and has not been presented for a Post Graduate Diploma in any other academic or non-institution

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DEDICATION

I dedicate this research project to God, my parents and siblings.

ACKNOWLEDGMENT

I would like to thank my father Lawrence, mother Mary , sister Aimee and brother Mark, friends and my supervisor Simon Mumu for their encouraging and supporting me throughout the entire period of research. The interest they showed motivated me to do my best and achieve what I would not have been able to do on my own.

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God bless you all

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LIST OF ACRONYMS/ ABBREVIATIONS

CITES:	Convention on International Trade in Endangered Species
INCB:	International Narcotics Control Board
KRA:	Kenya Revenue Authority
KPA:	Kenya Ports Authority
KEBS:	Kenya Bureau of Standards
KEPHIS:	Kenya Plant Health Inspection Service
SALW:	Small and Light Weapons
UN:	United Nations
UNODC:	United Nations Office on Drugs and Crime
VIP:	Very Important Person

DEFINITION OF TERMS

Trade Facilitation	The simplification, modernisation and harmonisation of customs Procedures and movement of goods across borders .WTO, (2014)
Costs	Refers to the general worth of something mostly in terms of the Value. EACCMA,(2004)
Cargo inspection	Examination of goods to confirm that they conform to customs rules and regulations. EACCMA,(2004)
Performance	Achievement of a result that has been measured in fulfilment of a obligation
Risk profiling	Identification of potential hazards and how an organisation is willing to face and handle them. Klement, (2016)

ABSTRACT

The dog was the first animal to be domesticated. Since antiquity to the modern era, the dog had served human beings at various capacities. From hunting, protection and now in the modern era, as an enforcement tool for various government and non government institutions. From airports, ports the evolution of the use dogs has been remarkable. Africa and Kenya in particular has discovered that the use of the canine unit has come in quite handy. The Customs and Border Control Department of the Kenya Revenue Authority is responsible for collection of revenue from imports and exports, protection of the society, safety of the nations' entry and exit points, collection of trade statistics among other objectives. The ability of the department to meet its objectives is the performance by which it will be judged by. The customs department has several enforcement arms amongst them the canine unit which are employed to aide in achievement its objectives. The study focused on the factors affecting the performance of the canine unit the Port of Mombasa. These objectives are crucial if the customs department and the Kenya Revenue Authority as an organisation are to be considered successful. The theories that are relevant to the study are the institutional theory, resource based and the deterrence theory. The study is descriptive based on the need to give an elaborate explanation on the factors that affect the performance of the canine unit at the port of Mombasa. A research gap of training more sentry canines was identified. A sample size out of a population of 44 respondents were used in the collection of data and a sample of 40 was drawn. The data analysed was collected using both open ended and closed questionnaires from the respondents. The researcher will then use SPSS version 25 to analyse data and the linear regression model to show the correlation between the independent and dependent variables. From the findings it is evident costs and other variables used in the study affect customs performance. The y intercept shows performance at the customs unit when other variables are zero. The canine unit should also ensure it profiles importations that are in most cases disguised as certain items yet they are concealment. Apart from the training, the canines usually rely on the odor sensitivity for cargo inspection which in some cases may not be very accurate in ensuring all concealment are dealt with. Customs in general ought to perform a cost benefit analysis to determine if the canine unit is a feasible enforcement tool. From the findings it was established that canine unit needs to purchase more trained dogs. However, from the study findings it was established that majority of the respondents disagreed that the benefits of the canine unit exceeds its operational costs. In addition, the study established that importers at the Port of Mombasa are more open in their declarations because of the canine unit. The study concludes that the canine unit is a more cost effective tool compared to other enforcement method and the canine unit does not earn customs a lot of extra revenue. The study recommends that the canine unit should invest more on trained dogs to curb illicit trade. Finally, the study recommends that the canine unit should be financially supported since it helps customs officers to easily and efficiently verify cargo.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The dog is a subspecies of the grey wolf and was the first animal to be domesticated. The dog has been used for working, hunting and as a pet animal. While the dog has been in existence for thousands of years, the current breed of dogs have only been developed in the past few hundred years. The breeds have been artificially selected for a few characteristics that they possess so that they perform specific roles (Allen, 2014). The artificial breeding of dogs has led to more morphological variations than any other land mammal. Human beings have been able to successfully breed and train the dog to perform very many functions.

Since antiquity, dogs have been used for various functions. The Romans used dogs for security and hunting. The Germans, British, French and American militaries have used dogs as soldier teams. They played important roles such as scouts/patrol, messenger dogs and to sniff out mines. The use of dogs for police work was in St. Malo in France, where dogs were used to guard the port and facilities at the docks which was in the early 1300s. In 1888 however is when modern police use of dogs came into force in London by the Metropolitan Police. (Allen, 2014).

It was in 1899 in Ghent, Belgium that the formal training of dogs for policework actually started. This practice became popular and soon spread to other parts of the world. In the United States, use of dogs was adopted in 1970 and the police dogs are actually considered an independent department of law enforcement. The most popular dog breeds used in enforcement are The Alsatian, Labrador, Retriever, Belgian Malinois and the Bloodhound. (Paulter, 2001).

In modern organisations, for dogs to be considered part of a department, they have to undergo basic training on obedience. They canines must learn to obey instructions from their handlers without hesitation. This gives the handler the control needed over the dog. The dogs are trained in the native language of the handler so as to make communication between the handler and the dog as easy as possible.

According to Paulter, (2001), dogs were taken for specialized training to either serve as 'dual or single purpose' canines. The dogs used for single purpose are primarily for personal protection and tracking. Dogs used for dual purpose can perform similar functions to single

purpose dogs and also detect either narcotics or explosives. These dual-purpose dogs are what came to be known as the canine or K9 Unit. The canine unit is further divided into specialized roles such as sentry canines, which are dogs used to locate, subdue suspects and provide security. Search and rescue canines are used to find missing people or objects. Detection canines are used to detect illicit substances such as narcotics and explosives. These are usually carried by a person disguised as legitimate luggage. The use of canines as an enforcement tool was considered a success in Europe and the United States of America and was soon adopted by African countries.

In post-colonial Africa, South Africa, though still under the apartheid regime was the first country to fully conceptualize the use of the canine unit. The canine unit was used by the police in the suppression of riots by black people in the 1960s and more positively to combat poaching. The University of Stellenbosch professor Swart, (2003), writes that different dog breeds were bred, trained and used by the military, the police and white settlers. By the 1970s, the South African Police Dog Academy had an average graduation rate of about 300 canines per annum. The diamond mining company, DeBeers Mining Company was the pioneer of the corporate practice of using dogs by deploying police dogs in its Kimberly offices to prevent illicit diamond buying. The use of dogs was later put to use by the rest of the mining industry. The canine use of canines in protection of privileged white South Africans was later miniaturised and reduced to guarding white farms and property where breeds known for being ferocious such as the Boerboel and the Colossus were kept. The use of canines for oppression of black people was wrong and embarrassed the apartheid government of South Africa, served as a blueprint for use of canines for the right purposes in the rest of the African countries. In Kenya, the Canine Unit was first adopted by the police. According to section 24 of the National Police Service Act, (2011), the Canine Unit was established to support the police to care and maintain the police dogs, procure and breed the police dogs, train police dogs and dog handlers and finally to deploy officers and police dogs to detect and prevent crime.

Gumbihi,(2003), wrote that the Lang'ata based Police Dog Unit has about 5000 dogs deployed at key installations in the country and dogs are deployed to almost all counties. The Kenya Police dogs are deployed at key installations such as airports, water reservoirs, parliament, the Kenyatta International Conference Centre among other places. Some are attached to VIPs such as the president. Other government agencies such as the Kenya Revenue Authority, the Kenya Defence Forces and the Kenya Wildlife Service have since

then adopted their own Canine Units to help them achieve their objectives. It is against the background that the study will focus on use of the canine unit enforcement arm of The Customs and Border Control Department in The Kenya Revenue Authority. KRA,(2016)

Kenya is a country in Africa and in particular the East African coast. Its coastline is strategically located along the Indian Ocean and has been a major trade route and port of call since time immemorial. The city of Mombasa in the South East of Kenya hosts the Port of Mombasa at Kilindini. The location of the port is ideal for international shipping routes especially from Europe and America to the Indian Sub-continent and the Far East. The port of Mombasa is the second largest port after Port Sudan in Sudan, south of the Suez. Its position between the Port of Durban in South Africa and the Red Sea and Gulf of Arabian Ports facilitates international and maritime services in the Eastern Hemisphere. The relative political instability in the Red Sea nations of Sudan, Somalia, Eritrea and Djibouti make Mombasa an international shipping haven and a better alternative to the other sea ports in the troubled North Eastern coast of Africa. KNBS,(2016)

According to Achieng ,(2011), the port of Mombasa, Kenya is the main gateway to East Africa. Great volumes of goods and commodities pass through the port at Kilindini. Kilindini is therefore the centre of most of the legitimate trade in East Africa and The Great Lakes nations of East and Central Africa and also a new entrant, South Sudan.

Asish, (2010) posits that increased globalisation has led to an increase in trade whereby goods and services freely move across national and international borders. The increase in trade and the strategic position of the Port of Mombasa has made it a global port of call. However, not all the trade that occurs in the port of Mombasa is legitimate. There are unscrupulous individuals who seek to engage in illicit activities at the port of Mombasa. There has been an increase in uptake in prohibited and restricted goods and this has to be stopped or reduced to a bare minimum if the government and other stake holders are to reap the full benefits of trade. Illicit trade is harmful because it denies the government its rightfully owed revenue to finance its projects and also the entry and exit of goods that are detrimental to both the society and the environment. Illicit trade in contraband goods, firearms, narcotics, wildlife as well as human trafficking have been documented as occurrences at the Port of Mombasa. The illicit trading activities are made possible by malpractices in the reception, inspection, storage and clearance of cargo by various government agencies that are responsible.

The government agency runs the daily operations at the port of Mombasa is the Kenya Ports Authority (KPA). The Kenya Ports Authority is a statutory organisation under the Ministry of Transport which was established by an Act of Parliament on 20th January 1978 and as explained above is responsible for running the port of Mombasa and other ports. These include the Inland Container Depot in Embakasi and those found on the inland lakes such as Port Florence on Lake Victoria. Khayumbi ,(2015).

There are other agencies hosted by the Kenya Ports Authority to provide complimentary service at Kilindini. Other agencies such as The Kenya Revenue authority (KRA) which collects revenue on behalf of the government, Kenya Bureau of Standards (KEBS) which checks on the quality of goods entering and exiting the country, The Kenya Police which provides security and enforces the laws among others.

The Kenya Revenue Authority Sixth Corporate Plan,(2017), states that the Kenya Revenue Authority was established by an Act of Parliament in 1995 . The Authority is the principle agent for collection of revenue and levies on behalf of the government. The authority accounts for most of the government revenue. The authority has other roles apart from revenue collection which are border security, business climate, trade facilitation, regional integration, modernisation of governance, integrity among others. The organisation is divided into various departments such as customs and border control, domestic taxes department, investigations and enforcement, legal services, corporate and the Kenya School of Revenue Administration among others. The various departments are headed by commissioners who in turn report to the Commissioner General who reports to the board of directors.

The Customs Services was established by an Act of Parliament in 1978 and is the largest of the all revenue departments of KRA in terms of manpower, revenue collection and countrywide operational network. The primary function of is to collect and account for tax on imports. Responsibilities of customs include facilitation of legitimate trade and protection of the Kenyan society from illegal trade in prohibited goods. KRA , (2006). The Canine or K9 unit is an enforcement arm within customs which is mandated to help in enforcement and help to control, limit and stop illegal activities at the port of Mombasa. These activities may result in tax evasion leading to loss of revenue, entry of substandard goods which will affect our economy or narcotics which have been banned by most nations. The canine unit is managed by a trained handler and the actual canines.

The customs canine unit was first established at the Jomo Kenyatta International Airport in January 2005. The main purpose for this was to use two Labrador dogs to supplement the physical checks and scanning techniques to fight narcotics and terrorism. It emerged as a successful enforcement tool and was then expanded and is spread to other posts that fall under the jurisdiction of customs including the Port of Kilindini in Mombasa. KRA ,(2006).

The canines in Mombasa are housed at the Kenya School of Revenue Administration in Nyali. The two breeds are the Blue Bay Shepherd and a Belgian Malinois. The dogs were sourced from the United States of America. The dogs and their handlers have undergone specialized training in the United States. The living quarters of the dogs are up to international standards and are fed on an internationally recommended and approved diet so as to keep them in top condition to perform their assigned duties.

1.2 Statement of the Problem

The port of Mombasa just like any other port in the world is faced with the challenge of smuggling of prohibited and restricted goods. This makes the port a conduit of corruption and evasion of payment of tax. Illegal activities have led to loss of revenue, reduced flow of legitimate trade and endangered the society just to benefit a few selfish individuals at the expense of Kenya and other East Africans who depend on the port.

The Canine Unit was deployed to the port to aide the customs department in the execution of its mandate in the Kenya Revenue Authority as an enforcement tool as well as a revenue and protectionist tool. The canine unit is therefore dynamic and several key factors are crucial to determine how and why its performance is critical to the organisation at the port of Mombasa. Gumbihi,(2016)

Unscrupulous individuals conceal items with the intention of bringing them in the country illegally. Some also misdeclare and misrepresent the items that have brought in the country. This is done with the intention of defrauding the Kenya Revenue Authority of the taxes that it is legally due. The performance of customs is judged based on the ability to collect revenue, protect the society and facilitate trade. Fighting such malpractices is one way to meet its objectives as a department. The study focused on the canine unit as an enforcement tool to and the factors which affect the performance of the unit at the port of Mombasa. Wabala, (2014).

While most studies focus on human and machine based enforcement tools, this study sought to find out the usefulness of the canine unit and the factors that affect its performance such as

operational costs, risk profiling and inspection of cargo and therefore inform as well as bring into focus the challenges that its faces and fill in research gaps on the unit.

1.3 Objectives

This study identified a general objective and three specific objectives

1.3.1 General Objectives

The general objective of the study is to assess the factors affecting the performance of the canine unit at the port of Mombasa.

1.3.2 Specific objectives

The specific objectives of the study are:

- i. To determine the effect of operational costs on performance of the canine unit at the port of Mombasa
- ii. To examine the effect of risk profiling on performance of the canine unit at the port of Mombasa
- iii. To investigate the effect of cargo inspection on performance of the canine unit at the port of Mombasa

1.4 Research Questions

- i. How has operational cost affected performance of the canine unit at the port of Mombasa?
- ii. How has risk profiling affected performance of the canine unit at the port of Mombasa?
- iii. How has cargo inspection affected performance of the canine unit at the port of Mombasa?

1.5 Significance of the Study

The management and enforcement officers of the Kenya Revenue Authority, Customs and Border Control Department. It would help them increase revenue collection, reduce malpractices and control the entry and exit of commodities that would harm our society and economy. The customs officers in charge of the K9 unit would also learn how to take care of the dogs so as to maximize on their efficiency. Government agencies at the port such as the Kenya Police, Anti-Terror Unit, Kenya Wildlife Service, Kenya Bureau of Standards, Kenya Ports Authority and The Immigration Department. All these government departments work together and share information and intelligence. Due to limited resources, the canine unit is

usually assigned to one government agency but the results are distributed to the other agencies to act on their areas of jurisdiction.

Scholars. The study would be of benefit as a future tool of reference for whomever, as an individual or as an institution would wish to learn more on the canine unit and related areas of study. The business community such as importers and clearing agents who transact businesses at the port. The information would help them avoid making mistakes in their importation and also follow the correct procedures.

1.6 Scope of the Study

The at Port of Kilindini, Mombasa was the base of research. The study was to determine the factors that would influence the performance of the canine unit as an enforcement tool on illicit trade and other malpractices at the port of Mombasa. The research targeted customs employees with bias to the managers, supervisors and officers who handle the dogs (K9 officers). The period of study was about four months.

1.7 Limitations

The research encountered both financial and time constraints. The respondents were not open to disclose some information as they considered critical to the organization. The researcher gave assurance to the respondents that their answers and information would be held in confidence and would only be used for academia. The access and availability also of some respondents posed a challenge due to strict security and control measures implemented and busy schedules. These challenges together resulted in non-response by some respondents.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter highlighted the relevant literature and writes on the factors which affect the performance of the canine unit at the port of Mombasa. The chapter tried to explain the relevant theories and justify their usefulness to the study. The chapter critiqued the various theories and give the researchers' opinion on the different theories. The chapter also offer the empirical review and conceptual framework of the study.

2.2 Theoretical Literature Review

Abao ,(2017), states that literature review is an attempt by a writer to summarize state of the research on a topic. The researcher looks up current views that are relevant to the current stand of the area of study. Such views include among others; people working in a field, major advances and discoveries, gaps that are significant in the study , discussions and ideas of where the research may go next. The institutional theory, resource based theory and deterrence theory guided the study.

2.2.1 Institutional Theory

The theory of the institution seeks to elaborate and explain the social strucures that govern people and organisations and how deep they run. The theory looks into the processes by which structures which include schemes, rules, norms and routine are established in an institution as guidelines for social behaviors. There are several components of institutional theory which are different and seek to explain how these elements are created and developed over space and time; and how they eventually fall and are no longer as useful as they used to be. Scott,(1995).

According to the opinions of Meyer and Rowan, (1977) , DiMaggio and Powell, (1991) the environment around an institution influences the development of structures that formally make up an organization often more than market pressures. The organization then attempts to easily recognizable and acceptable standards within its field of operations which helps it

foster its own legitimacy. The theory further explains that both deliberate and accidental choices lead institutions to develop ideologies in which they operate. Di Maggio and Powell,(1991), suggest that there are three types of isomorphic processes; The processes are coercive, mimetic and normative and that they lead to an increase in homogenization within an organizational field. The coercive process projected when other organizations on which the institution is dependent on apply pressure.

Coercive forces include factors beyond the control of the institution which need to be adhered to such as legal regulations and new standards of accreditation. Contrary but still applicable, mimetic processes can arise from futuristic factors such as technologies for goals that are not clear and predictable that lead institutions that have less prestige and resources to model and emulate those organisations that are thought of as leaders within the field. The normative process are a result of an increase in the ability of the organisation to have more professionals as networks grow. This encourages homogenization of the institutional activities.

Toma, Dubrow and Hartley, (2005) explained that an institutional theory framework works in an environment which limits the discretion of institutions in the engagement of certain activities and moves the institutions towards conforming to rules and regulations but not necessarily towards its strategic advantage. The institutional theory supports an emphasis of the normative impact of the environment on activities that govern the organisation and that external pressure to conform may drive the range of decisions available to be made by institutions.

The institutional theory is relevant in that it explains the necessity of the customs department in developing a strong and reliable canine unit in its bid to combat illegal practices at the port. The canine unit is the institution and customs performance is the environment. Environmental pressures such as need to collect extra revenue, to enhance security at the port and facilitate trade have led to the development of the canine unit as the Institution.

According to Powell, (1983), there are three types of intermorph processes that lead to homogenization in the field. They are coercive, mimetic and normative processes. The coercive force is that the canine unit as it has been developed by a parent organization and is obligated to achieve the results for which it was developed for. The customs department and

The Kenya Revenue Authority in general needs the canine unit to get results. The supervisory department therefore coerces the canine unit to combat and be effective in its attempt to rid the organization of customs malpractices. The mimetic process is that the canine unit as an enforcement arm of customs faces competition from other arms of the department to be the most effective and produce the better results to help the department achieve its objectives.

The canine unit competes with scanners and human intrusive techniques in verification of goods. The other methods of inspection therefore mimic the canine unit and vice versa to try to be the more effective and efficient institution in its attempt to make customs services better. The normative process of the canine unit is that as the officers and canines are trained and gain more experience then more is expected of the unit. As the unit grows and becomes more professional, better results are expected. The normative process of the canine unit means that it has to develop and improve itself from within.

2.2.2 Deterrence Theory

Bentham in 1789, stated that people refrain from committing crimes because they fear the punishments they will undergo if they commit them. Deterrence is achieved when people who are considering committing a crime believe that it is too risky for them given the possibility of being caught and possibly being punished and therefore choose not to do so. Deterrence is therefore a strategy intended to dissuade an adversary from taking an action not yet started. Brodie ,(1958), writes that an organization or state must have the necessary tools for deterrence even if they will never be used.

The deterrence theory is premised on dealing with challenge of compliance of customs laws and processes in an attempt to seek enforcement mechanisms that can be substituted to the morality and willingness of traders to comply with the given laws. This shows there is widespread evidence of noncompliance and engagement of illicit customs practices with the aim of reducing the responsibility to pay appropriate taxes is common in almost all the ports of entry in different countries. Ortega and Sanguinetti ,(2012).

The theoretical approaches of the deterrence theory in using the canine unit to combat malpractices and promote compliance of customs processes and meet the objectives have been divided theory of economic deterrence and the behavioral theory, Frey and Feld,(2002). The deterrence theory was mainly prevalent in the examination of malpractices with the

purpose to evade taxes or sneak in contraband in the country. The theory can be achieved by use of approaches. These can be both punitive and persuasive. The use of the punitive deterrence, customs can use the increase of probability of being caught engaging in illicit activities by use of enforcement tools such as the canine unit. The fact that use of canines to enhance security by detecting illegal firearms, fake currency and other restrictions and prohibitions serves the purpose of the use of the canine unit as both a tool for facilitation of trade and to protect the society.

The theory of deterrence is relevant in that one of the core functions of customs is the protection of society and collection of revenue. The use of the canine unit as a means to control illicit practices and tax evasion and deter its harm on the Kenyan and East African society and economy. The mere presence of the canine unit at the port of entry is to act as a deterrent to would be criminals from bringing in prohibited goods, bringing in goods that have not been declared in the form C17B or concealed in false bottoms or disguised in any other illegal form. A trader with the knowledge that the goods they are bringing into the country will be subjected to scanning, verification by customs officers and most of all be searched by the canine unit will be cautious not to engage in illegal activities. The canine Unit will detect goods that have not gone through the proper procedures and the perpetrators will be subjected the necessary punitive process

2.2.3 Resource Based theory

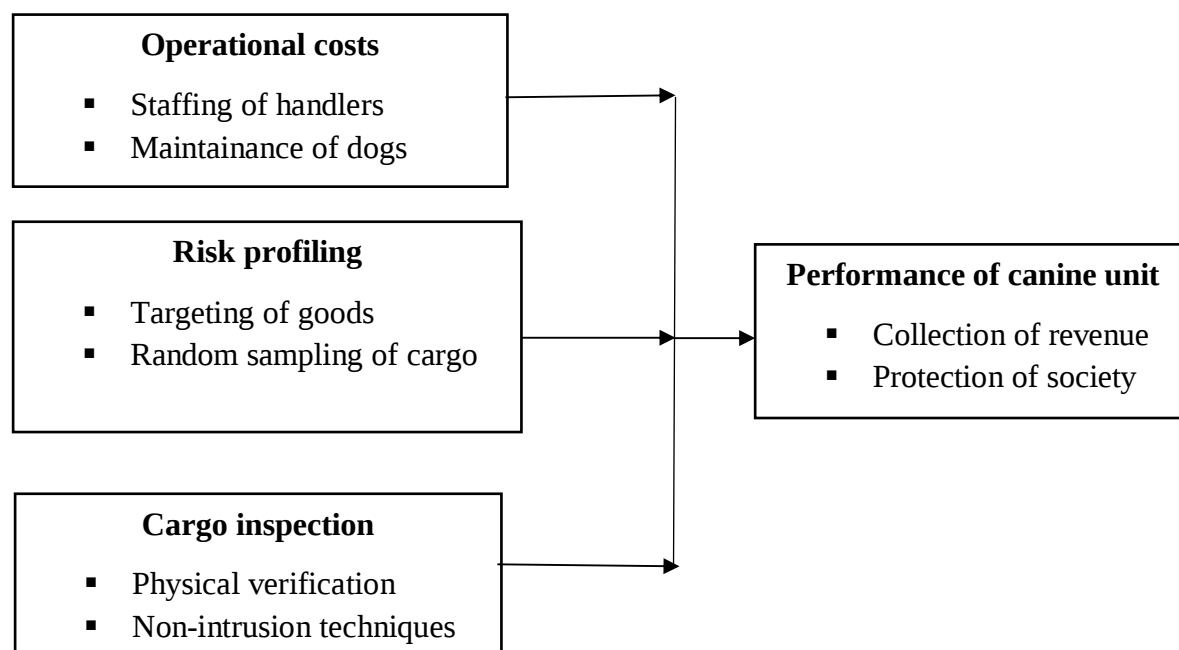
The resource based theory is a framework developed by an organization and the people responsible for running of the day to day activities of a department within the organization with the aim of giving it a competitive advantage over other departments or rival organisations. Barney,(1991).

Barney further opined that firms can be heterogeneous in nature and still compete on the basis of resources. The departments within an organization are usually accorded different resources but are expected to still perform and give results to the organization.

An organization's resource is defined as an asset or a liability of the firm. At any given time anything tangible or intangible that a firm can utilize to generate income or revenue is considered a resource. Examples of an organization's resource is the human resource, machinery, land, capital among others. Different resources exploited by the organization are expected to yield results and as most likely income for the organization. Birger,(1984).

The theory was relevant because it showed how the canine unit as an arm within customs was given resources such as the purchase of the dogs, training of the canines, feeding and housing of the dogs. The dog handlers had also been accorded resources to help achieve the objectives. With such resources invested in the unit, results are expected and more so if the amount of cash that goes to running the canine unit surpasses other arms of customs. With the saying ‘to whom much has been given, much is required’, the canine unit will be called upon to make more detections on concealed articles. As an enforcement tool , those traders that have been found to have contravened customs rules and laws or engaged in malpractices will be subjected to paying fines and penalties. This will earn customs more revenue and on the basis of the canine unit being a resource of customs will give it a competitive advantage over other other arms of customs.

2.3 Conceptual Framework



Independent Variables

Dependent Variable

Figure 2. 1: Conceptual Framework

2.4 Review of Variables

2.4.1 Operational Costs

For a developing country like Kenya, developing an effective canine unit is not an easy task considering the cost to purchase, feed, medicate, train and house the dogs among other requirements. The proper breeds of dog needed to carry out the various roles of customs

effectively are exotic pedigree dogs which have to be imported from countries with an effective and established canine unit. Canines used by the Kenya Revenue Authority such as the Belgian Malinois, German Shepherd, Blue Bay Shepherds and Labradors are usually imported from the United States of America and South Africa. The cost of importation of the dogs is not cheap.

Apart from the purchase of the canines, there is the maintenance of the dogs. Dogs are living creatures who need to be fed, housed, cleaned and given proper healthcare if they are to live and perform their duties at the level expected of them. Full time caretakers are therefore needed to make sure the dogs are well taken care of .

Being special purpose dogs, the canine unit of the Kenya Revenue Authority, need specialized training to perform the different tasks assigned to them. Different canines perform different functions such as detection of fake currency, detection of firearms, detection of narcotics, as sentry dogs among others. Such specialized abilities need specialized training of both the dogs and the staff handling them. Kenya does not have proper training facilities for training of staff and the canines so they have to be given the proper training in established countries. The training needs extensive resources for the customs department to achieve its objectives. KRA ,(2018).

According to Rob Parry, a canine's working life begins from its training. The dogs are usually purchased and taken for training between the ages of eleven and sixteen months when they are most responsive to training. Training for both the dog and handler takes about four and a half months where the canine undergoes training on obedience, tracking, aggression and scent handling on the various areas of specialization. Parry ,(2001)

The cost of purchase and maintenance of both the dogs and handlers is not easy but a cost to benefit analysis should be done to determine whether the canine unit is a feasible enforcement tool which the customs department can effectively use to achieve its objectives.

2.4.2 Risk Profiling

The identification of risk is the process whereby an organisation identifies potential hazards that could prevent the organisation from achieving its objectives. The objectives of the customs department are collection of revenue, protection of society and trade facilitation as the core functions KRA, (2006). The canine unit is therefore essential in accurately identifying potential risks in the form of concealed goods that would otherwise find their

way into Kenya or potential tax evaders who wish to deny the government its rightfully owed revenue.

Paulter, (2001) gave a comprehensive view of how the canine unit among other techniques can be successfully used to identify and target potential risks. The book says that a dog's sense of smell is much stronger than that of a human being enabling dogs to detect things human senses might miss such as flash drives containing child pornography but disguised to look like a toy. Dogs are specifically trained to sniff such concealed devices making them helpful for investigations of child pornography, drug dealing, terrorism and cybercrimes.

Gumbihi, (2016) reported that the canine unit has been instrumental in fighting the illegal trade of wildlife and in particular the trafficking of ivory and rhinoceros' horns. The dogs were said to have sniffed out separate bags from travellers from China, Thailand and Vietnam, notorious havens for trade in the said horns. The ivory was in false bottoms in suitcases of the smugglers and had been concealed as cigarettes. The illegal trade in elephant and rhino horns has fuelled illegal poaching which has greatly reduced Kenya's wildlife and Kenya, being a country dependent on tourism as one of its key economic pillars suffers from loss of revenue which proves detrimental to its economy. The canine unit has also been handy in detection of narcotics disguised as other items.

The canine unit was responsible for the recovery of narcotic substances which were later discovered to be the biggest cocaine haul ever recovered in Africa. The drugs had been disguised as bananas and would probably not have been discovered were it not for the use of the canine unit. The canine unit is therefore vital in identification of potential risks such as detection of prohibited goods or goods that have been concealed with the intention of doing harm to the people of Kenya. Illegal trading activities also weaken the domestic industries and our economy because cheaper alternatives which may not necessarily be of better quality flood the market. The concealed goods are usually not documented thus giving inaccurate figures when collecting trade statistics. There is also the case of narcotics, illegal currency being disguised as legitimate articles and being moved in and out of the country through the Port of Mombasa. KRA, (2016)

The Canine Unit acts as a deterrent to would be offenders. The presence and knowledge that goods will be inspected by the Unit create a sense of fear among traders who comply and pay the duty that is due to the organisation. Cheating is a losing game and the best way is to be

honest and upfront on the goods that the importer intends to bring into the country and pay all the taxes due. This saves on time and expenses that customs would also spend.

According to the East Africa Customs Management Act ,(2004), the proper officer has the power to fine an importer who has been deemed to have committed an offence that does not exceed US Dollars 10,000. The canine unit detecting illicit goods gives impetus to the officer in charge to fine the offenders at their own discretion and collect as much extra revenue as possible. The port of Mombasa being an entry point is therefore key in collection of extra revenue for the Kenya Revenue Authority.

2.4.3 Cargo Inspection

According to KRA ,(2006), the core function of the Kenya Revenue Authority is collection of revenue. Customs performance will first and foremost be measured by the its ability to collect the revenue that has been set on target and extra then other responsibilities such as protection of society and trade facilitation will follow.

The canine unit is an enforcement as well as a verification tool. The canine is an alternative or a complementary inspection method to both human verification and use of scanners. Canines have the natural ability to to detect illicit or suspicious material by the the odour they emit therefore identifying its source. The enhanced odour sensitivity of the dogs combined with their unique understanding with human beings give the canine unit an added advantage over other cargo inspection methods. Canines have been used to do verification and detect such things as chemicals, explosives, fake currency which are difficult to detect through human intrusive techniques or machine scanning. Wake ,(2017)

According to the World Customs Organisation, use of dogs for cargo inspection has so many advantages such as containers do not need to be unloaded for inspection by the canine unit therefore reducing the time for clearing cargo. This is a major boost for trade facilitation. Use of canine unit unlike scanners is not energy or electricity dependent therefore a mechanical breakdown cannot be the course of failure. WCO, (2016)

The use of the canine unit is therefore instrumental in speedy, safe and accurate verification of cargo which is in line with customs achieving its objectives.

2.4.4 Customs Performance

Customs performance is the basis by which the customs is judged by. Indicators of customs performance are trade facilitation, collection of revenue, protection of society, collection of trade statistics among others. KRA,(2016)

The canine unit via several factors such as cargo inspection, operational costs and risk profiling indicate and show how customs performs. When the canine unit inspects cargo, and detects contraband, the society is protected. Fines and penalties that are accrued from the traders that seem to have contravened customs rules are additional revenue from the canine unit to the customs department. Increased and broader sources of revenue is an indicator of customs being able to deliver on its mandate. KRA,(2016)

Risk identification as a factor helps customs protect the society. Customs performance is also judged by what goes in and out of the country. The canine unit identifies potential high risk goods which if they found their way within the countries borders would be detrimental to the society and economy. Arms, narcotics, fake currency when stopped at the border are a win and a good indicator of customs performance.

Customs performance is judged by collection of trade statistics. The goods that are identified and detected by the canine unit are entered into a national database to be used for reference in future. A well functional canine unit means that the entire customs department would perform well and would meet its objectives. KRA,(2018)

2.5 Empirical Review

There were several other studies that have been conducted on the topic of canines in control of illicit trade and as an enforcement tool. O’Heare,(2002), opined that the ability of canines to detect different scent had been well documented. If the canine attempted to track an object for discovery, the canine’s sense of smell allows the dog to search for the skin oils of the suspect that may have been left on the article. Studies show that dogs are able to locate objects such as guns, ivory, explosives, clothes up to 48 hours since they came into contact with a human. The canines can therefore be used to detect both the contraband and also track the person that handled the goods.

The study further indicated that although canines are capable of detecting and distinguishing different scents, they performed at a level that is requested of them. It has been discovered

that when the handlers used decoy to hide it in a sleeve during training, it built familiarity that the canine associated with the find and indication. This showed that the trainers in order to give the canines a familiar scent to work with needed to expose the canines to the scents of the contraband goods, arms or narcotics. Mesloh ,(2002).

The study further elaborated that, any discussion on the use of canines on operations would not be complete without a discussion on the efficiency and effectiveness of their use. Effectiveness is the ability of an entity to obtain their goal and is measured in percentage. In the context the effectiveness of the canines can be measured by the number of total attempts and the number of successful discoveries. Most studies have indicated that the use of canines is much more effective and useful as compared to human and technological personnel. Wolfe,(1991), observed that canine teams achieved operational discovery 93% compared to 54% when human personnel were used. Wolfe also hypothesised that the 7% that the canines were not able to effectively make discoveries may have been as a result of scent contamination. This further elaborates the effective use of canines in the war on contraband.

Another study this time by the New York Journal of law and liberty, ‘Canine Sniffs: The Search that isn’t’ by Ken Lammers, Lammers, (2005). The study presents the ‘Infallible Dog Theory’. The theory sought to explain the effectiveness of the canine unit in the search and detection of illicit goods. The theory sought to explain that dogs are considered infallible in the detection of contraband despite the occurrence of some errors. A contrary opinion is that dogs do not actually reveal everything rather depend on human beings to guide them in the detection of what is actually contraband and what is not. The study further says that it may not be possible to accurately determine the accuracy of canine sniffs in the field and that the canine’s handler influences its decisions. More experienced handlers are likely to know where a suspect has hidden contraband. Consequently, the ‘Clever Hans effect’, or the ability of an animal to react to a person’s behaviour such as posture, reaction facial expression is a major concern. This explains that rather than the canine accomplishing the job it was trained to do, it may be merely reacting to cues from the handler.

The study by Lammers, also stated the ability or effectiveness of a canine’s accuracy depends on the quality of its training which is not easy to determine. An experiment on some canines sold to the American government showed that they failed five tests on their reliability. The test indicates that the canines failed to detect’ 50 pounds of TNT, 50 pounds of Trench trite, 5 pounds of dynamite and 5 pounds of C4’ hidden in three vehicles which had

entered the Federal Reserve's parking facility. The information of the reliability of canines trained by a particular organisation are currently not available. These factors are however unique to a particular dog and may be due to reasons such as temperament, cognitive ability, illness and age. The study concluded that as much as canines are very effective in detection of contraband and weapons they are not infallible and may make mistakes. Lammers,(2005)

A study, 'The Feasibility of using Canines to detect Wildlife Contraband', Rob Parry-Jones,(1998) highlights the use of dogs in conservation of endangered species in compliance with CITES and prevention of the illegal trade in wildlife. The effectiveness of the use of canines to combat the trade in narcotics is a testament in its ability to be used in the fight against illicit trade in wildlife. Most governments are committed in the fight against contraband wildlife but unfortunately there are very few training facilities for canines to be trained in the fight against contraband wildlife. The current training programs are only currently in the United States of America, Canada and South Africa, meaning the available resources are limited. The programmes nonetheless proved to be an effective enforcement tool to enhance the effectiveness of CITES and domestic wildlife controls. The programs can also be used as models to establish further models elsewhere. The study showed that canines used in wildlife detection programmes had been trained to detect products ranging from gall bladders, bear bile, ivory and rhinoceros' horns to live parrots and even fish. Determining which breed of canine to be trained for detection of wildlife depends on a particular region. Deciding on which breed to use depends on various factors including the work required and the environment in which it will be working on and how long it will be required to work among other factors. Most canine breeds are capable of being trained to detect wildlife but the difficult part is being able to select the right individual for the specified tasks. Cost and policy implications may also be factored to the agencies responsible for law enforcement. Costs may be reduced if a canine is trained to perform several duties that is detection of both narcotics and wildlife. Customs may be the organisation responsible for handling of canines because of importation and exportation other agencies such as the wildlife service may be included in order to share resources and reduce cost.

The World Customs Organisation, (2017), on the Fourth Global Canine Forum in partnership with the Czech Customs Organisation provided an open platform of several experts from 44 countries including Kenya to share the latest best practices and experiences in terms of training for detector dogs and handlers. The forum acknowledged the long history of using dogs to detect contraband and protect society. The role played by sniffer dogs to detect

explosives, illegal drugs, currency, electronics and other instruments of illicit trade that may be concealed or misdeclared with the intention of contravening customs laws around the world.

2.6 Critique of Existing Literature

Sources from past studies showed the efficiency of the canine unit varies from country to country. The results indicated that different places have different methods of utilizing the canine unit to maximum capacity. Though varying in results one conclusion made that control of illicit trade is much more effective when aided by the canines.

Mesloh,(2002) sought to explain that a canine's effectiveness depends on the past interaction with the scent of the article that it seeks to find in this case the human scent that was previously on the area of interest. This theory does not however explain the shortcomings of the canine. The researcher thinks that the canines should not be blamed because of human activities and carelessness such as scene contamination. The use of canines is much more effective when complemented by human and technological checks.

The effectiveness of the canine unit was also attributed to human behaviour as opposed to the canine's ability to perform the tasks by themselves. Lammers ,(2005) opined that the reliability of the canine unit depended on the familiarity of the dog and its handler. The study explained that the more experienced the handler is, the more effective the canine will be and that experienced human handlers are more effective in detecting where contraband or illicit goods are hidden regardless of the dog they are using.

The researcher was of the opinion that the statement may not be necessarily correct. As much as the human handler may have had the experience of finding contraband over a long period of time and may be familiar with where culprits may seek to hide and disguise illicit articles, the perpetrators themselves are coming up with newer and more sophisticated methods of disguising the illicit articles. A human being simply lacks the necessary senses both visual, olfactory and the speed at which a dog possesses. Dogs have been known to read and understand the human body language better than human beings themselves. While such factors as age, illness and the environment may at times hamper the ability of a canine to effectively detect contraband, the canines still remain a much more effective enforcement tool in the fight against illicit trade than any other human or technological invention at the moment.

Parry, Jones and Robb, (1998) in the study of 'Canines in the Detection of Wildlife Contraband' looked into the limited resources, cost and lack of selective breeding to task specific canines. The study showed that it was expensive to select the specific breed of dog to detect a particular kind of contraband. Several agencies need different dogs to perform specific functions. The dogs for detection of wildlife should be friendlier such as Beagles, those for human beings should possess a high olfactory sense such as bloodhounds, those for arms and bombs and drugs should be naturally fearless and inquisitive dogs such as Labradors and Retrievers while those for enforcement and patrols and interrogation by customs officers should be aggressive dogs such as German Shepherds and Rottweilers. The dogs may indeed be expensive to train, feed and maintain but their usefulness cannot be understated. Agencies that are well funded can afford task specific dogs. Countries that do not have similar resources can have dogs to perform several functions or have the canines in a central place but posted to different areas of interest. A multi-agency approach would also succeed. In Kenya, enforcement and tax agencies may pool resources to train and maintain the canine unit order to save costs and since they all work in the same jurisdiction and share intelligence, reports and results. A well maintained and funded canine unit will be a big win for the agencies in the fight against illicit trade and the country as well.

2.7 Research Gap

In Kenya and most of the East African Customs Territory, information on the canine unit was scarce. Most of the available information from the Kenya Revenue Authority is scant and was not update don a regular basis. Most of the information is acquired from newspaper articles. Such information is usually based on opinion and may not be backed up by facts and its accuracy and reliability are questionable. There is need to facilitate more studies and development of the K9 unit and it's the wish of the researcher that this study will be used to narrow the research gap on the use of the canine unit on the control of customs malpractices at the port of Mombasa and Kenya.

Charlie Mesloh, in his book, 'The Journal of the Academy of Canine Behavioural Theory', explained that canine behaviour is more or less influenced by how the trainer handler uses the dog in searches and detection of contraband. The research however did not explain that the dogs with or without a trained handler had the ability to detect concealed goods as long as they were properly trained. A trained sentry dog is intelligent enough to alert on any substance that it considers harmful or strange. The study focuses more on the 'human aspect' rather than the 'dog aspect'. This can be misleading. The researcher aims to fill this gap by

giving examples on how a trained customs dog let to search passengers or containers on its own without a trainer guiding it to which container they suspect to contain contraband or illicit goods will positively identify that particular container. The canine is wholly capable of working on its own provided it has the proper training. Mesloh , (2002).

Canines are said to be costly to train and maintain because they are living creatures. Their cost to benefit effectiveness has also been put under the microscope. The Customs department in Kenya may have few dogs because of this reason. This study will aim to bridge this notion. David Welker opines that canines will perform better than machines in finding drugs, tracking, searching. They also minimise the need to use lethal force in most situations. Without canines the customs department will be less effective in dealing with such tasks such as finding concealed goods and narcotics. The canines are therefore a valuable tool in helping the customs organisation achieve its set out objectives. Welker , (2011)

Overall, the study tried to answer the question as to why the canine unit is to be seen if it can help customs achieve its objectives as compared to other enforcement arms. Different variables were chosen to explain the variation in results that were seen in contingencies of the canine unit. The explanation as to why the customs department used canines on some tasks is important because it is also informative to other arms of customs and The Kenya Revenue Authority as an organisation. Its use can also be replicated by other government agencies.

2.8 Summary

The canine unit was conceptualized as an enforcement tool to help prevent customs malpractices and tax evasion at the port of Mombasa and other areas that fall under the jurisdiction of customs.

All this was to create a better understanding of the canine unit and its usefulness in the collection of revenue, facilitation of trade and protection on the Kenyan Society. The ability of the canine unit to be fully utilised and the factors which come in play so that it can meet its objectives and that of customs performance as a whole.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter explained how the research study was carried out. The study gave a details on the research design, area of study, measurement of the variables, the population. The data sampling techniques, sample sizes the methods and instruments of collection of data. An analysis, presentation and a presentation of the findings.

3.2 Research Design

Research design is a set up to decide how to collect analyse and interpret data among other issues. The research design opted for descriptive as it sought to give and elaborate explanations on the factors influencing the performance of the canine unit at Kilindini. Descriptive design is also the most elaborate because it is quantitative and can be inferred statistically making it conclusive. Its quantifiable nature also came in the measurement and eventual interpretation of the dependent variables .Sekran, (2009).

3.3 Population

According to Mbokane ,(2009), population is a complete set of elements which include persons or objects that possess some common characteristics that are defined by the sampling criteria established by the researcher.

This particular study focused on a target population of customs and border control staff who work directly with the canine unit. The researcher also targeted other officers of customs and border control who also worked with the canine unit but moved on to other departments such as management but still have information that is useful to the canine unit. The data has been sourced from the officer in charge of the canine unit at customs Mombasa. This population

was chosen because it is cost effective, readily available for collection of data and devoid of any bias because they work with the canine unit.

The researcher used survey method to collect the necessary data from the customs and border control staff.

Table 3. 1: Target population

Category	Population	Percentage
Managers	6	13.6
Supervisors	12	27.3
Officers	26	59.1
Total	44	100

Source: Author

3.4 Sampling Frame

Turner ,(2003) describes a sampling frame as the source of material or a device from which a sample is drawn.

In this study, the sampling frame is a list of individuals at the port of Mombasa and its environs who may have used the canine unit to facilitate the detection of contraband and other concealed goods. They include managers, supervisors and officers at the K9 unit at the port of Mombasa.

The sample of the target population is given in the table above. A representative number of 44 individuals has been given.

3.5 Sample and Sampling Technique

Sampling is the process and technique of selecting a representative of a population for the purpose of determining the characters that are similar or identical .

The study used stratified sampling in which Customs and border Control employees will be the strata. Mugenda and Mugenda, (2012), opines that a sample population of 30% is an adequate representation of a population but the study will use the Slovin's formulae to arrive at the sample as indicated below.

$$n = \frac{N}{1 + N(\alpha)^2} = \frac{44}{1 + 44(0.05)^2} = 40$$

Where:

N = Total population

n = Sample population

α = Sampling error

Table 3. 2: Sample size

Category	Population	Sample
Managers	6	6
Supervisors	12	10
Officers	26	24
Total	44	40

3.6 Data Collection Instruments

Questionnaires were used to collect data. According to Abawi, (2003) a questionnaire is a set of written questions asked for obtaining statistically useful or personal information from respondents. The questionnaire as an instrument was the invention of Sir Francis Galton. The study used both structured and unstructured questionnaires to collect data from various customs staff at the port of Mombasa. The open ended or unstructured questionnaires are to acquire a more candid view of any individual questioned and get a greater understanding of the topic. The structured questionnaires are easier to compare answers from different responses and easier to analyse too. The study also used data available on the Kenya Revenue Authority website.

3.7 Data Collection Procedure

Primary and secondary data were used. The researcher administered and guided the respondents in filling the questionnaires to the target population at the port of Mombasa. The

respondents gave information on the canine unit and how effective it has been on execution of its mandate and the effect it has had on its performance. This was the primary data that the researcher depended on for information. The study also used secondary data from the Kenya Revenue Authority records.

3.8 Pilot Testing

A pilot study or pilot project is a small-scale preliminary study done with the purpose of conducting feasibility. This is to improve upon the study design prior to the commencement of the actual research project. This to show the reliability and the validity. Kothari, (2004).

3.8.1 Reliability

Reliability is the ability of a research instrument to measure the consistency of characteristics over a period of time. Mugenda & Mugenda, (2008). The researcher measured the degree to which the questionnaire was reliable in order to determine its consistency in what the respondent says about the research variables. The sample that was used for the reliability tests of the questionnaire was not used as the sample that was used to collect data.

3.8.2 Validity

According to Mugenda & Mugenda, (2008). Validity is the extent to which the inferences of a study are accurate and meaningful based on research results. Validity refers to the degree to which various findings and theories support the interpretation of test scores entailed by the use of tests.

Kothari, (2010) states that viability on the other hand is that a project is technically and legally feasible as well as economically justifiable. To ensure the study is viable, the researcher pre-tested about 10 of the questionnaires and also compared the questionnaires with past questionnaires of a similar study. The researcher also made a reconnaissance trip to familiarise himself with the area of study.

3.9 Data Analysis and Presentation

Data analysis is the of systematic application of statistical and logical techniques in evaluation of data Shamo and Resnik, (2009). Since the study is quantitative, descriptive statistics will be used for data analysis. The analysis was narrated and where necessary the use of tables were adopted. The data obtained from the questionnaires was analysed using the Statistical Package for Social Science (SPSS) version 25. The relationship between the

independent and dependent variables was expressed through the linear regression model as shown below

This is the relationship of the dependent and independent variables

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where **Y** =Performance of the canine unit

β_0 = Constant and is the level of Y which β_1 s are 0

β_1 = Coefficient of variable 1

β_2 = Coefficient of variable 2

β_3 = Coefficient of variable 3

β_1 , β_2 and β_3 are the changes in **Y** due to the unit change in **X1,X2 and X3** respectively where

X1=cost of the canine unit

X2=risk profiling

X3= cargo inspection

ϵ is the error term which include other factors which affect performance of the canine unit

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Introduction

The chapter presents the study results which were obtained from the analysis of the collected data. The analysis of data included the use of both primary and secondary data. Both descriptive and inferential statistics were used in the study and the results are presented in tables and figures where appropriate providing ease of interpretation.

4.2 Response Rate

The researcher distributed 40 questionnaires from where 36 were received back fully completed. This indicated a 90 per cent response rate. According to Mugenda and Mugenda, (2012) a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

Table 4. 1: Questionnaire Response Rate

Respondents	Response	Percentage %
Respondents	36	90
Non-respondents	4	10
Total	40	100

4.3 Pilot Results

4.3.1 Data Validity

The researcher engaged research supervisor in determination of the questionnaire face and content validity. The researcher implemented changes as proposed by the supervisor.

4.3.2 Reliability Analysis

Prior to the actual study, the researcher carried out a pilot study to pre-test the validity and reliability of data collected using sample questionnaires. The results on reliability of the research instruments are presented below.

Table 4. 2: Reliability Coefficients

Scale	Cronbach's Alpha Index	Decision
Operational costs	0.837	Accepted
Risk profiling	0.741	Accepted
Cargo inspection	0.769	Accepted
Performance	0.810	Accepted

The overall Cronbach's alpha for the four categories is 0.789. The findings of the pilot study shows that all four scales were reliable as their reliability values exceeded the prescribed threshold of 0.7 Mugenda and Mugenda, (2012).

4.4 Background Information

The demographic data of the respondents was established to ascertain the nature of respondents that participated in the study in relation to their years of service, service level and academic qualifications. The background information in the questionnaire captured this data, which is analyzed as below.

4.4.1 Years of Service at Customs

The researcher sought to determine the years of service by the respondents.

Table 4. 3: Years of service

Years of service	Frequency	Percent
10 years and below	7	17.5
11 to 21 years	20	50.0
Above 22 years	13	32.5
Total	40	100.0

From the table 4.3 above, respondents were asked to indicate their years of service with the organization. Majority of the respondents have worked between 11 and 21 years (n=20) (50.0%) followed by above 22 years with (n=13) (32.5%). The lowest was below 10 years which represented (17.5%, n=7). This was an indication that majority of the respondents have worked for above 11 years and above thus have knowledge and skills concerning the study.

4.4.2 Level of Education

The researcher sought to establish the respondents' academic qualification.

Table 4. 4: Respondents level of education

Education level	Frequency	Percent
Diploma	8	20.0
Bachelors degree	15	37.5
Post graduate diploma	11	27.5
Master's degree	6	15 .0
Total	40	100.0

The respondents were asked to indicate their highest level of education. Results show that 45% of the respondents had their highest level of education being bachelor's degree, while 32.5% of the respondents had post graduate diploma qualifications and 20% of the respondents had diploma level qualification and only 2.5% of the respondents had master's degree qualifications. In as far as the title of study is concerned, the results imply that, the respondents were expected to understand the questionnaire and give valid response since they had better understanding as guided by their level of education which in this case majority having undergraduate university degrees as the highest level of education.

4.4.3 Level of Service

The researcher sought to determine the respondents' level of service

Table 4. 5: Respondents service level

Service level	Frequency	Percent
Officer	24	60.0
Supervisor	10	25.0
Manager	6	15.0
Total	40	100.0

The respondents were asked to indicate their service level. Results show that 60.0% of the respondents were officers, while 25.0% of the respondents were supervisors and only 15.0% of the respondents were managers.

4.5 Descriptive Analysis

Descriptive analysis using SPSS IBM Version 25 was undertaken to transform raw data on the three variables .

4.5.1 Effect of operational costs on canine unit performance

With a view to establish the effect of operational costs on performance, the study sought the views of respondents on the extent to which the given aspects of operational costs affect performance as indicated by their level of agreement. A likert scale data was collected rating the extent of agreement in a scale of 1 to 5 where 1 is the strongly disagree whereas 5 is the strongly agree indicator. Findings are as presented in table 4.6 below.

Table 4. 6: Operational costs

	N	Mean	Std. Deviation
The canine unit needs to purchase more trained dogs	40	4.35	.622
The benefits of the canine unit exceeds its operational costs	40	2.95	1.449
The canine unit is a more cost effective tool compared to other enforcement method	40	3.15	1.051
The canine unit earns customs a lot of extra revenue	40	2.93	1.269

From table 4.6 above, the respondents agreed (mean = 4.35; std. dev. = .622) that the canine unit needs to purchase more trained dogs. However, from the study findings it was established that majority of the respondents disagreed that the benefits of the canine unit exceeds its operational costs as shown by a mean of 2.95 with a standard deviation of 1.449. Findings also show that, the respondents were moderately indifferent (mean = 3.15; std. dev. = 1.051) that the canine unit is a more cost effective tool compared to other enforcement method. Finally, the study findings established that majority of the respondents disagreed that the canine unit earns customs a lot of extra revenue as shown by a mean of 2.93 and a standard deviation of 1.269. the findings are supported by Parry, Jones and Robb, (1998) who did a study on the ‘Canines in the Detection of Wildlife Contraband’ looked into the limited resources, cost and lack of selective breeding to task specific canines. The study established

that it was expensive to select the specific breed of dog to detect a particular kind of contraband.

4.5.2 Effect of Risk Profiling on Canine Unit Performance

Findings under this section are drawn on the mean and standard deviation for the data that was collected through the likert scale.

Table 4. 7: Risk Profiling

	N	Mean	Std. Deviation
Importers at the Port of Mombasa are more open in their declarations because of the canine unit	40	4.00	.877
The canine unit is accurate in identifying potential hazards	40	4.17	.747
The canine unit is a dependable tool in the fight against the trafficking of narcotics and other illegal substances	40	4.23	.660
The canine unit is better at risk identification compared to human intrusion	40	4.03	.768

As shown in the table 4.7, the respondents agreed that importers at the Port of Mombasa are more open in their declarations because of the canine unit as indicated by a mean of 4.00 and standard deviation of 0.877. The respondents also agreed that the canine unit is accurate in identifying potential hazards as shown by a mean of 4.17 and a standard deviation of 0.747. Further, the respondents agreed that the canine unit is a dependable tool in the fight against the trafficking of narcotics and other illegal substances. This is shown by a mean of 4.23 with a standard deviation of 0.660. Finally, majority of the respondents (mean=4.03 and standard deviation=0.768) agreed that the canine unit is better at risk identification compared to human intrusion as opined by Wolfe, (1991) who indicated that the use of canines is much more effective and useful as compared to human and technological personnel. He further observed that canine teams achieved operational discovery 93% compared to 54% when human personnel were used.

4.5.3 Effect of Cargo Inspection on Canine Unit Performance

Table 4.8 presents the study results on the effect of cargo inspection. The results are as well based on the means and standard deviation for the likert scale data collected.

Table 4. 8: Cargo inspection

	N	Mean	Std. Deviation
More customs officers find verification of cargo easier as result of the use of the Canine Unit	40	3.75	.954
Less time is taken if canines are used to inspect cargo	40	4.10	.591
Greater volumes of cargo are inspected when canines are involved	40	4.23	.800
There has been fewer cases of concealed cargo as a result of the canine unit	40	4.15	.580

As shown in the table 4.8, the respondents agreed that more customs officers find verification of cargo easier as result of the use of the Canine Unit. This had a mean of 3.75 with a standard deviation of 0.954. the study findings established that majority of the respondents agreed that less time is taken if canines are used to inspect cargo as indicated by a mean of 4.10 and standard deviation of 0591. Greater volumes of cargo are inspected when canines are involved. This is as indicated by a mean of 4.23 with a standard deviation of 0.800. Finally respondents agreed that there has been fewer cases of concealed cargo as a result of the canine unit (M=4.15, SD=0.580). the findings were supported by astudy carried out by New York Journal of law and liberty on the effectiveness of the canine unit in the search and detection of illicit goods. The study established that dogs are considered infallible in the detection of contraband despite the occurrence of some errors.

4.6 Bivariate Correlation Analysis

Table 4. 9: Bivariate Correlation

		Operational cost	Risk profiling	Cargo inspection	Performance
Operational cost	Pearson	1			
	Correlation				
	Sig. (2-tailed)				
Risk profiling	N	40			
	Pearson	.477**	1		
	Correlation				
Cargo inspection	Sig. (2-tailed)	.002			
	N	40	40		
	Pearson	.045	.497**	1	
Performance	Correlation				
	Sig. (2-tailed)	.003	.001		
	N	40	40	40	
	Pearson	.353*	.401*	.445**	1
	Correlation				
	Sig. (2-tailed)	.025	.010	.004	
	N	40	40	40	40

**. Correlation is significant at the 0.01 level (2-tailed).

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

The study used Pearson correlation to identify the relationship between independent variables and depended variable. Table 4.9 indicates that there was a moderate positive correlation of ($r=0.353$, $P=0.025$) between operational costs and performance indicating that the operational costs had a moderate effect on canine unit performance. There was also a moderate positive correlation of ($r=0.401$, $P=0.010$) between risk profiling and canine unit performance. Finally, there was a strong positive correlation of ($r=0.445$, $P=0.004$) between cargo inspection and canine unit performance.

4.7 Regression Analysis

Findings under this section present the results on the relationship test between the dependent and independent variables. The significance of the regression model was tested at the 5% level of significance.

4.7.1 Model Summary

Table 4. 10: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.581 ^a	.338	.283	.976

a. Predictors: (Constant), Cargo inspection, Operational cost, Risk profiling

A Multiple regression analysis was used to out to test the objectives of the study. The model equation being $Y = \alpha + \beta_1X_1 + \beta_2X_2 + \dots + \beta_nX_n + \epsilon$. As shown in the table above.

4.6.2 Statistical Significance

This tests the differences between means.

Table 4. 11: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.505	3	5.835	6.130	.002 ^b
	Residual	34.270	36	.952		
	Total	51.775	39			

a. Dependent Variable: Performance

b. Predictors: (Constant), Cargo inspection, Operational cost, Risk profiling

ANOVA was used to compare the difference of means amongst the various groups (dependent and independent variables). To test the fitness of the model, a two way ANOVA was carried out where the statistics ($F(3, 36) = 6.130$, $P\text{-value}=0.002$) was realized as shown in table 4.11 above. This implies that the model was fit to predict the relationships between the variables under study

4.6.3 Regression Coefficient

An extension of simple linear regression and predicts the value of a variable.

Table 4. 12: Regression Coefficients^a

		Unstandardized		Standardized		
		Coefficients		Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	4.357	1.890		2.104	.018
	Operational cost	.140	.061	.380	2.292	.028
	Risk profiling	.109	.042	.013	2.595	.013
	Cargo inspection	.354	.127	.469	2.790	.008

a. Dependent Variable: Performance

The regression equation was:

$$Y = 4.357 + 0.140X_1 + 0.109X_2 + 0.354X_3 + \epsilon$$

All variables taken into account by the equation, canine unit performance as a result of operational costs, risk profiling and cargo inspection being zero, would be 4.357. This shows a strong correlation between the dependent and independent variables.

Further in the model it shows that a unit increase in operational costs would lead to a unit change in performance by 0.140 which is 14% unit increase in the performance of the canine unit. Further, the study established that a unit increase in risk profiling would lead to a unit change in performance by 0.109 which is a 10.9% increase in the performance of the canine unit. Finally, it was established that a unit increase in cargo inspection would lead to a unit change in performance by 0.354 which is a 35.4% increase in the performance of the canine unit. All the variables were significant at 0.05. The model indicates that at 35.4%, cargo inspection is the most elaborate indicator on the performance of the canine unit. The model therefore indicates the canine unit to be used more in the inspection of cargo.

ϵ is the stochastic error terms that represents the other factors that affect the performance of the canine unit but not included in the study.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides summary of findings, conclusions and recommendations based on the general objective of the study. It also highlights suggestions for future research to be undertaken based on the findings of this study.

5.2 Summary of Findings

The objective of the study was to establish the factors affecting performance of canine unit at the port of Mombasa. The study adopted a quantitative approach to draw inferences on the factors affecting performance of canine unit. For data analysis and presentation of results, both descriptive and inferential statistics were employed specifically using regression and ANOVA to establish the significance of the model and also to establish the relationship between the study variables.

5.2.1 Operational Cost

From the findings it was established that canine unit needs to purchase more trained dogs. However, from the study findings it was established that majority of the respondents disagreed that the benefits of the canine unit exceeds its operational costs. The findings also show that, the respondents were moderately indifferent that the canine unit is a more cost effective tool compared to other enforcement method. Finally, the study findings established that majority of the respondents disagreed that the canine unit earns customs a lot of extra revenue. The findings are supported by Parry, Jones and Robb, (1998) who did a study on the ‘Canines in the Detection of Wildlife Contraband’ looked into the limited resources, cost and lack of selective breeding to task specific canines. The study established that it was expensive to select the specific breed of dog to detect a particular kind of contraband.

5.2.2 Risk Profiling

In addition, the study established that importers at the Port of Mombasa are more open in their declarations because of the canine unit. The study established that the canine unit is accurate in identifying potential hazards and that the canine unit is a dependable tool in the

fight against the trafficking of narcotics and other illegal substances. Finally, it was established that the canine unit is better at risk identification compared to human intrusion as opined by Wolfe ,(1991) who indicated that the use of canines is much more effective and useful as compared to human and technological personnel. He further observed that canine teams achieved operational discovery 93% compared to 54% when human personnel were used.

5.2.3 Cargo Inspection

The study also established that more customs officers find verification of cargo easier as result of the use of the Canine Unit. The study findings established that less time is taken if canines are used to inspect cargo. It was also established that greater volumes of cargo are inspected when canines are involved. Finally, the study established that there has been fewer cases of concealed cargo as a result of the canine unit. The findings were supported by a study carried out by New York Journal of law and liberty on the effectiveness of the canine unit in the search and detection of illicit goods. The study established that dogs are considered infallible in the detection of contraband despite the occurrence of some errors.

5.3 Conclusion

The study came to the conclusion that there is a need for canine unit to procure more trained dogs. The study concludes that there is no tangible benefits of the canine unit as compared to its costs. The study concludes that the canine unit is a more cost effective tool compared to other enforcement method and the canine unit does not earn customs a lot of extra revenue.

The study concludes that when left alone, importers at the Port of Mombasa are more open in their declarations because of the canine unit. The study concludes that the canine unit is accurate in identifying potential hazards and that the canine unit is a dependable tool in the fight against the trafficking of narcotics and other illegal substances. Finally, it is concluded that the canine unit is better at risk identification compared to human intrusion.

The study also concludes that more customs officers find verification of cargo easier as result of the use of the Canine Unit. The study concludes that less time is taken if canines are used to inspect cargo and that greater volumes of cargo are inspected when canines are involved. Finally, the study concludes that the port of Mombasa has recorded fewer cases of concealed thanks to the the canine unit.

5.4 Recommendations

1. The study recommends that the canine unit should invest more on trained dogs to curb illicit trade. The more the trained canines there are, the higher the chances of the canine unit meeting its objectives and the better the performance in customs.
2. The study recommended more complimentary non intrusive techniques to work hand in hand with the canine unit. Technology based non intrusive techniques such as scanners which will identify the objects in the cargo after it has been deemed suspicious after being detected by the canine unit. This increases the effectiveness of both techniques and leads to faster clearance of cargo.
3. Having concluded that the canine is an effective enforcement tool, the study recommends more widespread use of the canine unit. The canines currently housed at the Kenya School of Revenue Authority are usually fatigued from the travelling to areas needed. There is need for at least every customs zone to have residential canines which can be called upon on short notice to be used to profile risks and inspect cargo.

5.5 Areas of Further Research

The study only covered a single unit of customs that is the canine unit. This canine unit is just one of the many core sections in the customs department, implying that a wide knowledge gap exists and there is need to carry out similar research incorporating other factors within and outside of customs to ascertain how they would affect performance of the canine unit.

The R square indicated 33.8% of the factors that affect performance of the canine unit as studied under the variables,

Further research therefore should look at effects of canine as a control mechanism on combating illicit trade. This determines how the canine unit restricts the flow of contraband and other control goods through the port of Mombasa

Research should be done further to determine 66.2% of factors that hinder proper operation of the canine unit. This is because smugglers and unscrupulous traders are coming up with newer and more efficient means to beat the system. The dogs and handlers should therefore take more refresher trainings and courses to make them even more prepared to the dynamics of the game such as costs, technology and a changing operating environment.

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APPENDICES

APPENDIX I: Letter of Introduction

CYRIL MENZA KITOJA

POST GRADUATE DIPLOMA IN CUSTOMS ADMINISTRATION

KENYA SCHOOL OF REVENUE ADMINISTRATION

MOMBASA CAMPUS

P.O BOX 95707 - 80106

MOMBASA

28TH MARCH 2019

Dear Sir/Madam,

RE: REQUEST TO CONDUCT A RESEARCH PROJECT AT THE PORT OF MOMBASA

I am a student at the Kenya School of Revenue Administration undertaking a research project, 'Factors Influencing the performance of the canine unit at the Port of Mombasa'.

I humbly request your assistance and cooperation to provide the necessary data to use in my research as stated in the questionnaires. Any information given will be treated as confidential and is purely for academic purposes.

Your assistance will be highly appreciated.

Sincerely,

Cyril Menza Kitoja

APPENDIX II: Questionnaire

Dear Respondent,

My name is Cyril Menza Kitoja, a student at the Kenya School of Revenue Authority taking up a Post Graduate Diploma in Customs Administration. My topic of research is the ‘Factors affecting the performance of the canine unit at the port of Mombasa.’ The research is purely academic and your responses will be treated confidentially. Thank you for your input.

Please read the Instructions

- i) Do not write your name
- ii) The success of this study depends on your honesty and truthfulness
- iii) Tick in appropriate box unless instructed otherwise
- iv) Please give candid opinion on questions otherwise asked
- v) Your responses will be treated with confidentiality
- vi) The questionnaire will only be used for academic purposes

SECTION A: PERSONAL INFORMATION

Please tick where applicable in the appropriate space or write in the space provided

1 Years of Service at Customs 10 and below { } 11 to 21 years { }
22 and Above { }

2 Level of Education Diploma { } Bachelor’s Degree { }
Post Graduate Diploma { } Master’s Degree { }
Others{ } Specify.....

3 Level of Service Manager { } Supervisor{ }
Officer { }

SECTION B: OPERATIONAL COST OF THE CANINE UNIT

4 The effects of operational costs of the canine unit on its performance

State your level of agreement or disagreement with the following statements

(1= Strongly Agree, 2=Agree, 3= Not Sure, 4=Disagree, 5=Strongly Disagree)

	Statement	1	2	3	4	5
4a	The canine unit needs to purchase more trained dogs					
4b	The benefits of the canine unit exceeds its operational costs					
4c	The canine unit is a more cost effective tool compared to other enforcement methods					
4d	The canine unit earns lots of fines and penalties					
4e	The canine unit needs to employ more human handlers					

SECTION C: RISK PROFILING

5 The effect of risk profiling on performance of the canine unit

State your level of agreement or disagreement to the following statements

(1= Strongly Agree, 2= Agree, 3= Not Sure, 4=Disagree, 5= Strongly Disagree)

	Statement	1	2	3	4	5
5a	Importers at the Port of Mombasa are more open in their declarations because of the canine unit					
5b	The canine unit easily identifies potential risky goods					
5c	The canine unit is accurate in identifying potential hazards					
5d	The canine unit is a dependable tool in the fight against the trafficking of narcotics and other illegal substances					
5e	The canine unit is better at risk identification compared to human intrusion					

SECTION D: CARGO INSPECTION

6 The effect of cargo inspection on the performance of the canine unit

State your level of agreement or disagreement to the statements

(1= Strongly Agree, 2=Agree, 3= Not Sure, 4=Disagree, 5=Strongly Disagree)

	Statement	1	2	3	4	5
6a	More customs officers find verification of cargo easier as result of the use of the Canine Unit					
6b	Less time is taken if canines are used to inspect cargo					
6c	Greater volumes of cargo are inspected when canines are involved					
6d	There has been fewer cases of concealed cargo as a result of the canine unit					
6e	The canine unit complements other cargo inspection techniques					

7 Please give any suggestion, comment or observation which you believe will help improve the canine unit to boost its performance.....

APPENDIX III: Work Plan

ACTIVITY	AUGUST 2018	DECEMBER 2018	JANUARY 2019	FEBRUARY 2019
PROBLEM IDENTIFICATION AND LITERATURE REVIEW				
WRITING OF THE DRAFT PROPOSAL				
DATA COLLECTION				
DATA ANALYSIS				
TYPING, BINDING AND SUBMITTING OF THE PROJECT				