

**COUNTERING TRANSNATIONAL WILDLIFE CRIME THROUGH MULTI-AGENCY
APPROACH IN AFRICA: A CASE STUDY OF KENYA (2010 – 2021)**

¹ Joseph Sarara Meteti & ² Dr Stephen Handa, PhD

¹ MA Student, Department of Diplomacy and International Studies, University of Nairobi, Kenya

² Lecturer, Department of Diplomacy and International Studies, University of Nairobi, Kenya

Accepted: October 5, 2023

ABSTRACT

This study examined the successfulness of multi-agency approach in countering transnational wildlife crime in Africa utilizing a case study of Kenya (2010 – 2021). The study objectives included; “examining the type of multi-agency approach for countering transnational wildlife crime in Kenya, assessing the diverse strategies used in countering transnational wildlife crime in Kenya and analyzing the challenges facing the multi-agency collaboration in countering transnational wildlife crime in Kenya” The structural- functional theory and the general systems theory were utilized to explain the workings of multi-agency approaches. This study was conducted within Nairobi City, Mombasa City and selected border posts which are key areas affected by transnational wildlife crimes and had multi-agency teams in place. Non-probability sampling techniques were used to select study population that had knowledge and mandate on countering transnational wildlife crime. The study employed both primary data generated through use of questionnaires, interview guide and FGD’s while secondary data was sourced from official periodic reports of security agencies, government ministries and departments, NGOs and IGOs, academic journals, thesis, dissertations, monographs, online reports, global wildlife crime reports and statistics. Qualitative analysis was used to analyze the qualitative data collected where descriptive statistics were used to describe the responses. The findings established that; the multi-agency approach for countering transnational wildlife crime in Kenya was based on institutional framework anchored on numerous laws and institutions. The KWS is the government agency mandated to protect and manage wildlife resources in Kenya. Other key notable institutions mandated with countering transnational wildlife crime in Kenya included; the ODPP, NPS, NIS, DCI, KRA, KAA and KPA. Further, coordination is critical in enhancing the success of multi-agency initiatives. It was most effective in prosecution of wildlife crime cases and in multi-agency units established formally through a MoU and where coordination was explicitly provided for in legislation or engagement instructions. The multi-agency initiatives had led to reductions in poaching and wildlife trafficking through Kenya. The multi-agency efforts had faced myriad of challenges which include; inadequate resources, corruption and conflicting agency cultures among others. The study recommended for mainstreaming of multi-agency approach in an overarching legislation and policy instead of leaving it at the wish of agency leadership or sectoral policies. A concerted research directed towards developing up-to-date policies capable of solving 21st century wildlife crimes, which have advanced with global technological and logistical transformation is also recommended.

Key Words: *Wildlife Crime, Multi-Agency Collaboration, Wildlife Protection*

CITATION: Meteti, J. S., & Handa, S. (2023). Countering transnational wildlife crime through multi-agency approach in Africa: A case study of Kenya (2010 – 2021). *Reviewed Journal of Social Science & Humanities*, 4 (1), 552 – 568.

INTRODUCTION

The international community is confronted by an expanding transnational character of wildlife crime. Transnational wildlife crime has been acknowledged as a security threat cutting across all spheres and a hindrance to sustainable development.¹ It is a multi-billion crime that is currently ranked among the top five global illegal trade by size alongside drug-smuggling, arms trafficking, counterfeiting of goods and human trafficking.² It is responsible for increased poaching, illegal wildlife trade and driving some species to extinction thereby depriving communities, countries and regions of income opportunities. The Lord's Resistance Army (LRA) and Al-Shabaab have profited from elephant and rhino poaching.³ Over 20,000 African elephants were poached in 2013 and there were record large scale ivory seizures made in Africa.⁴ Eighty percent of the seizures were from three African countries of Kenya, Tanzania and Uganda, and the 2014 elephant poaching in Kenya was the highest in 20 years.⁵

The threat posed by transnational wildlife crime is summarized by the Convention on International Trade in Endangered Species of fauna and flora (CITES) as "a serious threat to the security, political stability, economy, natural resources and cultural heritage of many countries and regions."⁶ The adoption of several resolutions, statements and declarations in diverse forums and at highest levels reflects the increased global concern over the devastating impacts of transnational wildlife crime.⁷ The United Nations General Assembly (UNGA) has adopted resolutions which highlight the significance of the problem and called for change of strategies to effectively counter it. The United States of America (USA) advised that transnational wildlife crime is a global challenge which should be viewed beyond environmental perspectives due to its security, health and economic implications.⁸

The African continent which is endowed with diverse wildlife resources avers similar concerns through the African Union (AU). The AU has stated that Africa has been presented with additional security and governance concerns due to evidence that has linked some non-state armed groups and transnational organized criminal networks to transnational wildlife trafficking thus increasing interest and urgency in addressing the illegal wildlife trade.⁹ At the national level Kenya has been a victim of transnational wildlife crime due to her rich and diverse wildlife resources and for being a major tourist destination and a strategic trade, investment and transport hub. The country has recorded increase in wildlife poaching and trafficking in the past decades. Weru posits that the number of elephants and rhinos poached in Kenya in 2012 and 2013 were higher than any other year in the previous two decades.¹⁰ He further notes that Kenya's wildlife and custom authorities seized more illegally acquired wildlife parts that were in transit in 2013 than any other year in history.

The best intentions and efforts notwithstanding, effective countering of transnational wildlife crime cannot be

¹ United Nations Environment Programme. 2014. The environmental crime crisis: threats to sustainable development from illegal exploitation and trade in wildlife and forest resources. UNEP, Nairobi. Accessed on 02/06/2022 at <https://wedocs.unep.org/20.500.11822/9120>

² Esmail, Nafeesa; Wintle, Bonnie C.; t Sas-Rolfes, Michael; Athanas, Andrea; Beale, Colin M.; and 20 others. Emerging illegal wildlife trade issues: A global horizon scan. *Conservation Letters*, (2020), (13) 4. Accessed on 09/08/2021 at <https://doi.org/10.1111/conl.12715>

³ Barron, David H. "How the Illegal Wildlife Trade Is Fueling Armed Conflict." *Georgetown Journal of International Affairs*, vol. 16, no. 2, 2015, pp. 217–27.

⁴ Clarke A.J. and Babic Adriana. 2016. "Wildlife trafficking trends in sub-Saharan Africa", in OECD, *Illicit Trade: Converging Criminal Networks*, P-61. OECD Publishing, Paris.

⁵ Ibid

⁶ CITES. "Wildlife Crime". <https://cites.org/eng/prog/iccwc/crime.php> Accessed on 09/08/2021

⁷ Ibid

⁸ Lawson Katherine and Vines Alex. 2014. *Global Impacts of the Illegal Wildlife Trade. The Costs of Crime, Insecurity and Institutional Erosion.* The Royal Institute of International Affairs, Chatham House, London.

⁹ African Union. 2015. "African Strategy on combating illegal exploitation and illegal trade in fauna and flora in Africa." AU, Addis Ababa

¹⁰ Weru, Sam. 2016. "Wildlife Protection and Trafficking Assessment in Kenya: Drivers and Trends of Transitional Wildlife Crime in Kenya." TRAFFIC, Cambridge.

achieved by a single nation in the world or a single agency in a country. Therefore, countering transnational wildlife crime effectively calls for coordinated efforts structured on local, national, regional, and international cooperation.¹¹ The escalation of criminal networks across boundaries and continents has become a major challenge to law enforcement agencies especially those that do not collaborate. This has led to the need for flexibility and innovation in law enforcement agencies.¹² Accordingly governments have been prompted to adopt the multi-agency approach as one of the strategies for countering transnational crimes. Its successful application in addressing terrorism, human trafficking and corruption has led to its adoption in other sectors such as wildlife crime. According to Rita, “multi-agency approach is where more than one agency work together jointly, sharing aims, information, tasks and responsibilities in order to prevent or manage a security issue.”¹³ Some of the common approaches adopted in the multi-agency approach include inter-agency, integrated, multidisciplinary, and joint and partnership working.

In 2015 the UNGA recommended the multi-agency approach for combating illegal wildlife trade.¹⁴ Subsequently, the United States of America, the Interpol, the United Nations Office on Drug and Crime (UNODC) and the European Union (EU) are examples of countries and intergovernmental organizations that have adopted the multi-agency approach in combating transnational wildlife crimes. At the regional level, the East African Community (EAC) urged partner states to adopt the multi-agency approach to effectively address wildlife crime. A 2020 US taskforce report on major wildlife trafficking countries lists Kenya, Tanzania, Madagascar and Vietnam as having high levels of inter-agency cooperation in combating transnational wildlife crime although the assessment is not unanimous on Kenya, Tanzania and Vietnam.¹⁵ The popularity of the multi-agency approach is thought to be due to enhanced shifts in governance and crime control.¹⁶

Multi-agency approach in combating crime has attracted interest in literature but much of the research has tended to focus on the mainstream crimes such as drugs, terrorism and counterfeits. Further, majority of research in wildlife crimes has been focused on the biodiversity and conservation issues leaving the security aspects less examined.¹⁷ On the other hand, Brocklesby reveals that despite the popularity of current multi-agency approaches such as the whole of government, joined-up government or integrated government approaches, plenty of literature is pointing to their pitfalls.¹⁸ Becky further notes that there is less empirical evidence of what works best with the approaches.¹⁹ This informed the examining of the application of the multi-agency approach in countering transnational wildlife crime in Kenya to be the subject of this study.

In Kenya the multi-agency approach gained prominence after the September 11th, 2001 terror attacks in the United States and has been successfully used to counter terrorism and violent extremism. However, the rapid increase in rhino and elephant poaching and subsequent rise in illegal wildlife trade since 2007 increased calls for multi-agency approach in combating wildlife crimes globally. This was after the realization that it required a whole of government approach to combat transnational wildlife crime which was beyond the capacity of single

¹¹ Pires Stephen F. and Moreto William D. 2016. *The Illegal Wildlife Trade*. Oxford Handbook.

¹² Brocklesby J. Using the viable systems model to examine multi-agency arrangements for combating transnational organized crime. *Journal of the Operational Research Society* (2012), 418-430 p-420

¹³ Cheminais, Rita. 2009. *Effective Multi-Agency Partnerships*. SAGE, London.

¹⁴ United Nations. Resolution adopted by the General Assembly on 30 July 2015. 69/314 Tackling Illicit Trafficking in Wildlife. Accessed on 14/08/2021 at https://cites.org/sites/default/files/eng/news/pr/2015/UNGA_res_illicit_trade_wildlife.pdf

¹⁵ U.S Department of State. 2020 Report to Congress on Major Wildlife Trafficking Countries. Eliminate, Neutralize, and Disrupt (END) Wildlife Trafficking Act of 2016

¹⁶ Bjelland Heidi Fischer and Vestby, Annette. “It’s about using the full sanction catalogue: On boundary negotiations in a multi-agency organised crime investigation. *Policing and Society: An International Journal of Research and Policy*”, (2017). 27(6), 655-670. doi: 10.1080/10439463.2017.1341510

¹⁷ Lawson Katherine and Vines Alex. 2014. Op.Cit.

¹⁸ Brocklesby J. 2012. Op.Cit. P-422

¹⁹ Carter Becky. 2015. Multi-agency stabilization operations. Helpdesk Research Report. Accessed on 18/08/2021 at <http://gsdrc.org/docs/open/hdq1198.pdf>

law enforcement units to effectively handle.

Statement of the Problem

Wildlife crime continues to be a serious transnational crime that threatens all spheres of life. Consequently, it has attracted global attention with the need for all levels of collaboration being fronted as one of the strategies to counter it. The multi-agency approach is one of the collaborative initiatives adopted by many countries such as Kenya to counter wildlife crimes particularly poaching and transnational wildlife trafficking. This was in response to increased elephant and rhino poaching and subsequent transnational trafficking of elephant ivory, rhino horns, and pangolin scales between 2007 and 2014.

However, the successfulness of the multi-agency approach in countering transnational wildlife crime in Kenya remains largely less studied. This is despite the widely acknowledged consequences of transnational wildlife crime globally on one hand and the popularity of the multi-agency approach in countering other transnational crimes such as terrorism, human and drug trafficking on the other hand. Moreover, the type of the multi-agency approach adopted in Kenya to counter transnational wildlife crime needs to be understood. Besides, the challenges facing this approach in countering transnational wildlife crime in Kenya are less understood thus requiring exploration. It is for this reasons that this study was undertaken.

Research Objectives

The main objective of the study was to examine the successfulness of multi-agency approach in countering transnational wildlife crimes in Kenya. The specific objectives were:

- To examine the type of multi-agency approach for countering transnational wildlife crime in Kenya
- To assess the diverse multi-agency strategies used in countering transnational wildlife crime in Kenya.
- To analyze the challenges facing the multi-agency collaboration in countering transnational wildlife crime in Kenya

The study sought to answer the following research questions:

- What type of multi-agency approach is used in countering transnational wildlife crime in Kenya?
- What are the diverse multi-agency strategies used in countering transnational wildlife crime in Kenya?
- What are the challenges facing the multi-agency collaboration in countering transnational wildlife crime in Kenya?

LITERATURE REVIEW

Types of Multi-Agency Approach

Enhancement of synergism among agencies engaged in addressing the complexity, dynamism, evolving and diverse nature of transnational crime is often the primary objective of a multi-agency approach. The multi-agency initiatives can take various forms or models. Liddle and Gelsthorpe articulate that the type of multi-agency adopted has a bearing on crime prevention since it influences a range of individual, organizational and old factors that shape inter-agency cooperation.²⁰ Research has revealed that multi-agency approach increases opportunities for applying appropriate legal tools in prosecution of criminal cases.²¹ Kenya's multi-agency counterterrorism strategies have been found to have made solid contributions to prosecution of terrorism cases due to credible evidence availed by the Joint Counter Terrorism Analysis Centre (JCTAC) tactical teams.²² benefits of multi-agency efforts include reduced work load for single agencies and the facilitation of pragmatic approaches resulting in more effective law enforcement.²³

²⁰ Liddle, A. Mark, and Loraine R. Gelsthorpe. 1994. Crime Prevention and Inter-Agency Co-operation. Crime Prevention Series: Paper No.53, London: Police Research Group

²¹ Mazerolle, L. G. and Ransley, J. 2006. Third-party policing. Cambridge: Cambridge University Press. P-194

²² Kivunzi, J. and Nzau, M. An Evaluation of the Effectiveness and Challenges of Counterterrorism Strategies in Kenya. International Journal of Social and Development Concerns, 2018, 2 (2)

²³ Mazerolle, L. G. and Ransley, J. 2006. Third-party policing. Cambridge: Cambridge University Press. P-194

The spanning of jurisdictions of organized transnational criminals and the multi-disciplinary nature of wildlife conservation have necessitated multi-agency cooperation and coordination.²⁴ Multi-agencies can be undertaken through formal and informal set ups. It can also be undertaken through structures which range from ad hoc or temporary task forces, permanent and national cross jurisdictional agencies or units. The multi-agency approach has been modelled in different arrangements.²⁵ Gelsthorpe posits that multi-agency initiatives can take a variety of forms including the five models of communication, cooperation, coordination, federation and merger.²⁶ In the communication model, the participating agencies limit their engagements to one- and two-way communications through partial or full disclosure of information.

In the cooperation model, agencies work on a mutually defined problem while maintaining their identities and jurisdiction. The approach can be through joint action or through consensual agreement to be led by one or more agencies. The coordination model entails distinctive agencies working systematically to tackle mutually agreed problems. It may involve pooling of resources. In federation model agencies operate integrated services by sharing some centralized services. The merger model entails formation of an indistinguishable unit to work on a mutually defined problem through collective pooling of resources. On the other hand, Atkinson reviewed literature on the working and implications of multi-agency teams and concluded that models for multi-agency initiatives can be classified based on two criteria, extent and organization of multi-agency teams.²⁷

The Outcome of the Multi-Agency Approach in Countering Transnational Wildlife Crime

In Africa the Lusaka Agreement Task Force (LATF) which is an intergovernmental organization on wildlife law enforcement in East, Central and Southern Africa has been lauded for considerable success in capacity building and several significant operational achievements.²⁸ However the agency has suffered funding problems and has been cited that it may not be the best model to be followed in other parts of the world. Gore singles out Namibia Anti-Poaching Team and Tanzania's National Task Force on Anti-Poaching as some of the promising examples of successful multi-agency task forces in sub-Saharan Africa.²⁹ Formed in 2016 through a cabinet directive to all law enforcement agencies to assist the Ministry of Environment to address rhino and elephant poaching, the Namibian team has included financial investigations in all its wildlife crime cases. It is composed of government agencies and a non-profit local organization.

Tanzania has recorded some success in countering wildlife crime since the introduction of a multi-agency task force in August 2016. The National and Transnational Serious Crimes Investigation Unit (NTSCIU) is comprised of Tanzania People's Defence Force, Police, intelligence, wildlife, forest, prosecution, prisons, immigration, corruption, drugs and revenue authorities.³⁰ The multi-agency work is guided by the 2014 national strategy on fighting wildlife crime. The key aim of the Tanzanian task force is to coordinate efforts and resources as well as seeking engagement with the criminal justice system. The success of these task forces contrasts with the situation in West and Central Africa where lack of multi-agency efforts is one of the prominent challenges facing efforts to control wildlife crime.³¹

Locally, Karanja while examining the effectiveness of multi-agency security strategies to counter poaching

²⁴ Karanja David Wang'ombe. Assessment of the factors that have led to increased poaching activities in Kenya. University of Nairobi, 2019. Masters Thesis

²⁵ Sarma, Kiran M. Multi-Agency Working and Preventing Violent Extremism, RANH&SCISSUE Paper, April 2018.

²⁶ Gelsthorpe, Loraine R. 1985. The Community Service Volunteers/Kent Initiative. Report IV, London: Police Research Group: Crime Prevention Unit Series

²⁷ Atkinson Mary, Johnes Megan and Lamont Emily. 2007. Multi-agency working and its implications for practice: A review of the literature. CFBT Education Trust, Slough. Accessed on 15/08/2021 at <https://www.nfer.ac.uk/media/2001/mad01.pdf>

²⁸ Ibid - p19

²⁹ Gore, Amanda. 2021. Tracking bloody money: Financial investigations into wildlife crime in East Africa. Political Economy Analysis, Geneva: Global Initiative Against Transnational Organized Crime. P-35

³⁰ Ibid – p38

³¹ UNODC. 2018. West and Central Africa Wildlife Crime Threat Assessment. CoP18, Doc 34, Annex 4. P-95

activities in Kenya established that previous strategies that focused on law enforcement, gathering and sharing intelligence, and awareness creation were less effective since poaching was continuing at a rate that could lead to extinction.³² It was not until the multi-agency approach was adopted that the poaching reduced. Elephant poaching is however both a localized and transnational crime and it cannot be assumed to be representative of transnational wildlife crimes. Neither can multi-agency approach adopted in combating poaching be construed to adequately represent a comprehensive approach to counter transnational wildlife crime.

Challenges Facing Multi-Agency Approach in Countering Transnational Wildlife Crime

There is evidence in previous research on factors influencing multi-agency teams pointing to unanimity and consensus in the midst of diversity of sources and sectors.³³ The challenging factors can be grouped into four categories namely “working relationships, multi-agency process, resources for multi-agency work and, management and governance.” The categories and factors affecting multi-agency teams are summarized below;

- Working relationship – the factors are role demarcation, commitment, trust and mutual respect and understanding of other agencies
- Processes in the multi-agency framework – communications, purpose clarification, planning and consultation, organizational aspects, information exchange
- Resourcing of multi-agency work - funds, staff and time factors
- Management and governance - leadership, governance and performance management

As previously stated wildlife crimes have largely not been regarded as mainstream crimes. This peripheral view has been confirmed to result in law enforcement responses that are not commensurate with the scale or rapid increase in similar organized crimes such as human trafficking.³⁴ This is opined by Shelley to lead to less coordinated multi-agency response compared to responses applied to combat drug trafficking.³⁵ While existing literature facilitates the classification of challenges facing multi-agency initiative, the extent to which these challenges are prevalent across the various initiatives and the extent to which they are agency specific is unclear.⁶⁰ Accordingly there is need to examine challenges facing multi-agency approach in the context of countering transnational wildlife crimes in Kenya. There is no known study that examined the challenges experienced in using the multi-agency model to counter transnational wildlife crime in Kenya.

Theoretical Framework

Structural Functional Theory

This theory is premised on two units of analysis, the structured analysis and the functional explanations. Structural analysis denotes that society is perceived in relation to patterning of roles, relationships and institution.³⁶ Social issues are articulated at the institutional level instead of being explained as aggregated actions and dispositions of individuals. Institutions and not individuals are the center of the analysis thus making it applicable for the description of the multi-agency models based on extent of participation and organization of the units. The functional view is summed up by comparing society to organs of a body whereby each organ has a role in the whole body.³⁷ The various parts of the society like the organism, work together to keep it functioning leading to increased specialization of institutions.³⁸ The core of functional analysis are abbreviated AGIL. A

³² Karanja David Wang’ombe. Op Cit

³³ Atkinson Mary, Johnes Megan and Lamont Emily. 2007. Op.Cit

³⁴ 58Shelley Louise. 2014. Human Smuggling and Trafficking into Europe: A Comparative Perspective. Migration Policy Institute, Washington, DC

³⁵ Ibid

³⁶ Garner Roberta T. Structural Functional Theory. The Blackwell Encyclopedia of Sociology (2019). John Wiley & Sons Ltd

³⁷ Ibid

³⁸ Eriksen T. H., 2001. Reaction to structural functionalism, International Encyclopedia of the Social & Behavioral Sciences, ed, Neil J. Smelser, Paul B. Baltes, Elsevier ltd, 2001.

stands for “adaptation where collection, production and management of resources is the focus. G denotes goal attainment by identifying key tasks and organizing resources to meet those goals. I stand for integration which is a process of articulating different subsystems and giving meaning to the totality of actions. L denotes latency which is the task of system maintenance and reproduction over successive phases.”

The structural functional theory is applicable for the studying of the multi-agency approach in countering transnational wildlife crime. The multi-agency unit is an institution made up of individuals from respective agencies. The unit just like an institution has set objectives and rules of engagements. Like parts of an organism individuals in the multi-agency unit play distinctive roles to maintain the functioning of the unit. The complexity, dynamism and cross jurisdictional nature of transnational wildlife crime warrants the involvement of various agencies each with a differentiated and specialized role. However, the theory’s view of society as being coherent whole with a degree of value consensus undergirding their social arrangements has been cited as a major shortcoming.³⁹ The theory has been applied in studying multi-agency approach in countering human trafficking in Kenya.⁴⁰

General Systems Theory

This theory was formulated by Von Bertalanffy in 1950s to study systems within the biological field. A system refers to a series of interacting elements that influence one another. All interaction means that elements stand in relations, in that their behavior is different in another relation.⁴¹ A fundamental concept of the general systems theory is that it focuses on interactions and the key concept of the theory regardless of discipline of application is that the whole is greater the sum of its parts.⁴² Synergy is one of the underlying motives for collaborations. According to the general systems theory, the relationship of interaction between various parts within a good system should be in harmony with each other.⁴³ When the unification of isolated objects does not take place, the implication is that the system become dysfunctional and requires fixing.

The multi-agency approach is a system whereby synergy among agencies is the primary objective where the outcome of the joint efforts is greater than the sum of individual efforts. Transnational wildlife crime is a deviant character which undermines unified societal system and requires fixing to achieve harmony. The state through its institutions and partners has the ability to use available information to fix parts of the system that undermines its harmony. Such undermining parts can be equated to transnational wildlife crime. The state through the multi-agency approach could use various institutions of the state to pool resources and effectively confront transnational wildlife crimes. General Systems Theory has been used in the study of organizations and specifically in the study of the criminal justice systems in the US and the multi-agency approach in countering terrorism in Kenya.

Hypotheses

The following hypothesis guided this study.

- The adoption of the multi-agency approach in countering transnational wildlife crime in Kenya is well-grounded and justified.
- The diverse multi-agency strategies adopted have enhanced the countering of transnational wildlife crime in Kenya.
- The countering of transnational wildlife crime in Kenya is negatively affected by the challenges facing the

³⁹ Garner, Roberta T. 2019. Structural Functional Theory. New York, Wiley.

⁴⁰ Wasike, Robert. 2021. An assessment of the multiagency approach in combating human trafficking in eastern Africa: A case of Kenya. Masters Thesis, Nairobi: Unpublished.

⁴¹ Bertalanffy, L. General System Theory: Foundations, Development, Applications. George Braziller, New York, 1969. p. 56

⁴² Mele Cristina, Pels Jacqueline, and Polese Francesco. A Brief Review of Systems Theories and Their Managerial Applications. Service Science (2010) 2(1-2): 126 – 135

⁴³ Forrest, Jeffrey Yi-Lin. General Systems Theory: Foundation, Intuition and Applications in Business Decision Making. Springer Nature Switzerland AG, 2018. p. 26

multi-agency approach.

METHODOLOGY

This research utilized a case study method which is popular for studying innovation in criminal management, with its strength being the ability to capture the complexity and fluidity of law enforcement partnerships. Since it sought to provide answers to the questions on the current status of the multi-agency approach, the study used descriptive research design. This study targeted 230 respondents from various agencies in Kenya. These included the KWS, National Intelligence Service (NIS), National Police Service (NPS), Directorate of Criminal Investigations (DCI), Kenya Revenue Authority (KRA), Kenya Ports Authority (KPA), Kenya Airports Authority (KAA), KCGS, KMA, National Museums of Kenya (NMK), Ethics and Anti-Corruption Commission (EACC) and Kenya Forest Service (KFS) which are part the multi-agency frameworks with mandate on wildlife crimes. The study sampled all the 230 respondents targeted by the study. This study employed non-probability sampling techniques because it sought information from respondents believed to be in possession of the information sought. The study employed various methods to collect both primary and secondary data. To collect primary data, the study used in-depth personal interviews, structured questionnaires and focused group discussions. In-depth personal interviews were undertaken on identified key informants for the study. Secondary data was obtained from official periodic reports of security agencies, government ministries and departments, NGOs and IGOs.

FINDINGS

Multi-Agency Models and Approaches for Countering Transnational Wildlife Crime in Kenya

Extent of Coordination, Collaboration and Cooperation within the Multi-Agency Framework

The study sought to examine the successfulness of the Multi-agency approach in countering transnational wildlife crime in Kenya. To this end, the respondents were presented with Likert scale statements on a scale of 1 to 5 where: “1 is strongly disagree and, 5 is strongly agree.” The findings are presented in Table 1 below:

Table 1. Successfulness of the Multi-Agency Approach in Countering Transnational Wildlife Crime

Descriptive Statistics (1 – 5 are in %)							
Statements	1	2	3	4	5	Mean	Std. Dev.
There has been increased participation of other players such as private sector, NGOs and communities in countering transnational wildlife crime in Kenya	1.1	3.4	19.5	57	19	3.89	0.78
Wildlife trafficking through Kenya’s entry and exit points has reduced	1.1	9.5	17.9	45.8	25.7	3.85	0.95
Poaching of highly trafficked species has reduced	2.8	8.9	15.1	53.1	20.1	3.79	0.96
There is increased understanding of wildlife crime by more officers and stakeholders	0	14	15.1	50.8	20.1	3.77	0.93
There has been increased anti- corruption efforts in countering wildlife crime	0.6	6.7	25.6	52	15.1	3.74	0.81
There has been enhanced investigation and prosecution of wildlife crime cases	2.8	7.8	30.2	41.3	17.9	3.64	0.96
There is improved coordination and collaboration among agencies	2.2	8.9	25.8	49.7	13.4	3.63	0.9
More multi-agency officers have been trained on wildlife crimes	2.2	9.5	34.1	47.5	6.7	3.47	0.84
Guidelines, reference and training materials have been developed through multi-agency approach	41.4	10.6	24	19	5	2.36	1.32

Source: Field Research (2022)

According to Table 1. most respondents strongly agreed to the statement: “there has been increased participation of other players such as private sector, NGOs and communities in countering transnational wildlife crime in Kenya” (WM=3.89); “wildlife trafficking through Kenya’s entry and exit points has reduced” (WM=3.85); “poaching of highly trafficked species has reduced” (WM=3.79); “there is increased understanding of wildlife crime by more officers and stakeholders” (WM=3.77); “there has been increased anti- corruption efforts in countering wildlife crime” (WM=3.74); “there has been enhanced investigation and prosecution of wildlife crime cases” (WM=3.69); “there is improved coordination and collaboration among agencies” (WM=3.63); “more multi-agency officers have been trained on wildlife crimes” (WM=3.47); and “guidelines, reference and training materials have been developed through multi-agency approach” (WM=2.36).

Assessment of the successfulness of multi-agency approach in combating transnational crimes can be undertaken using various methods. However, much of the literature (Schneider *et al.*,⁴⁴ Liddle & Gelsthorpe⁴⁵ and Iheabunike⁴⁶) reveal that the effectiveness is largely dependent on the extent of cooperation among the participating agencies. According to Elliot the cooperation should extend to the international level in order to overcome the environmental, economic and criminal challenges presented by transnational wildlife crime.⁴⁷ Locally, Muthondeki recommended that improving collaboration among government agencies and other stakeholders with mandate on controlling organized and transnational crime in Kenya is one of the ways of improving the effectiveness of the multi- agency teams.⁴⁸

It is imperative to contextualize collaboration and coordination in the multi-agency approach in crime prevention. According to McDonald and Rosier inter-agency “collaboration is a high intensity relationship between two or more agencies which pursue mutual benefits in working together.”⁴⁹ In collaboration, participating agencies enjoy more interdependence but take higher risks and higher level of commitment and contribution to information sharing. It is regarded by the Australian Research Alliance for Children and Youth (ARACY) as being the most intense in that it calls for participants to question their character, behavior, their thinking which is also referred to as cultural change.⁵⁰ The ARACY provides key characteristics of collaboration between agencies as being;

- Dense independent characteristics in which participants develop independent connections with multiple partners instead of being confined in silos.
- Frequent communication between agencies as opposed to tacit or structured communication flows that are characteristic of cooperative and coordinated approaches respectively.
- Pooled collective resources in order to achieve desired goals.
- Negotiated shared goals resulting from shared vision and collective goals.
- Shared power between organizations.

⁴⁴ Schneider, Stephen, Margaret Beare, and Jermy Hill. 2000. *Alternative Approaches to Combating Transnational Crime*. Policy Research Initiative, Toronto: Federal Transnational Crime Working Group.

⁴⁵ Liddle, A. Mark, and Loraine R. Gelsthorpe. 1994. *Crime Prevention and Inter-Agency Co-operation*. Crime Prevention Series: Paper No.53, London: Police Research Group.

⁴⁶ Iheabunike, A. Godwin. 2019. *Inter-Agency Collaboration and Coordination: The Role of Investigators, Prosecutors and Prisons*. Annual Refresher Course for Magistrates, Abuja: Pension Transnational Arrangement Directorate.

⁴⁷ Elliott, Lorraine. 2017. "Cooperation on Transnational Environmental Crime: Institutional Complexity Matters." *Review of European Community and International Environmental Law* 26 (2) 107-117. P-107

⁴⁸ Muthondeki, David Kaberia. *Dealing with Organised and Transnational Crime in Kenya: A multi-Agency Approach*. *The International Journal of Humanities & Social Studies*, (2019), 7(10). P-202

⁴⁹ McDonald, Myfanwy, and Kate Rosier. 2011. *Interagency collaboration: Part A. What is it, what does it look like, when is it needed and what supports it?* Briefing Paper 21, Melbourne: Australian Family Relationships Clearinghouse. P-1

⁵⁰ Australian Research Alliance for Children and Youth. 2009. *What is collaboration*. Accessed 11 10, 2021. [http://www.aracy.org.au/cmsdocuments/Advancing%20Collaboration%20Practice%20Fact%20Sheet%20one%20\(dated\)%20WEB.PDF](http://www.aracy.org.au/cmsdocuments/Advancing%20Collaboration%20Practice%20Fact%20Sheet%20one%20(dated)%20WEB.PDF).

According to McDonald and Rosier, inter-agency collaborative activities could include; “cross-training of staff; Multi-agency working groups; Common financial arrangements such as cost sharing; Sharing administrative data and; Joint case management.”⁵¹ A leading agency or official in the coordination process possess authority over the whole process which helps the organization to attain certain goals or objectives. Coordination is therefore comprehensive, detailed, substantial and formalized. The significance of coordination in multi-agency crime prevention initiative has been widely recognized and singled out for attention by both practitioners and scholars.⁵² The range of participating agencies and groups has distinct policies and guidelines which will call for some harmonization. According to Liddle and Gelsthorpe, “coordination is one of the key features that an effective multi-agency structure must provide and its absence can be both wasteful and ineffective.

The Container Control Program (CCP) exhibit the inter-agency collaboration activities of joint staff training, multi-agency working group, sharing of data and joint case management. The officers deployed to the Joint Port Control Unit undergo joint training sessions within and outside Kenya. They jointly target suspected containers and undertake joint verification exercises. Participants in a workshop on combating wildlife trafficking through Kenya’s Seaports reported that the level of cooperation between the PCU’s in Kenya and other PCUs in Africa and Asia was good and the information sharing mechanism through Container COMM platform was effective. It was also further reported that cooperation among law enforcement agencies in Kenya targeting illegal wildlife trade and seizures was relatively strong albeit some weaknesses.⁵³ The KRA hosts the JPCU within the Port premises and also avails scanners for screening targeted containers and these denote resource sharing. Additionally, KPA offers logistical support to move suspect containers for screening. KWS has a canine unit which is used to detect wildlife products

Modelling of Multi-Agency Approaches in Countering Transnational Wildlife Crime in Kenya

The study sought to find out how the Multi-agency efforts in countering transnational wildlife crime were modeled in Kenya. The findings were presented in Table 2.

Table 2. Modelling of Multi-Agency Efforts in Countering Transnational Wildlife Crime in Kenya

Modelling of Multi-Agency Efforts	Frequency	Percent
Routine collaboration with other agencies/organizations as part of our work in law enforcement/judicial process	129	72.1
Joint operations/investigation	118	65.9
Secondment/attachment of staff to a unit/agency with wildlife crime mandate	109	60.9
Task forces	106	59.2
Collaboration with international organizations countering wildlife crime	76	42.5
Memorandum of Understanding (MoU)	69	38.5
Others	28	15.6

Source: Field Research (2022)

The findings displayed in Table 2 indicate that Multi-agency efforts were mostly modeled as routine collaboration as part of law enforcement process (72.1%), Joint operations/investigation (65.9%), secondment/attachment of staff to a unit/agency with wildlife crime mandate (60.9%), Task forces (59.2%), Collaboration with international organizations countering wildlife crime (42.5%) and MoU (38.5%) and others (15.6%) These findings are indicative of the fact that diverse models of Multi-agency approaches were employed to counter transnational wildlife crime in Kenya.

⁵¹ McDonald, Myfanwy, and Kate Rosier. 2011. Interagency collaboration: Part A. What is it, what does it look like, when is it needed and what supports it? Briefing Paper 21, Melbourne: Australian Family Relationships Clearinghouse. P-4

⁵² Liddle, A. Mark, and Loraine R. Gelsthorpe. 1994. Crime Prevention and Inter-Agency Co-operation. Crime Prevention Series: Paper No.53, London: Police Research Group

⁵³ TRAFFIC. 2020. Countering Wildlife Trafficking in Kenya's seaports. Workshop proceedings, Cambridge, United Kingdom: TRAFFIC International. P-8

Diverse Multi-Agency Strategies Used in Countering Transnational Wildlife Crime in Kenya

Kenya is endowed with rich and diverse wildlife resources. The rich natural heritage has been under threat from transnational criminal networks. Poaching and transnational wildlife trafficking have been singled out as having been responsible for reduction in population of some key and endangered species. The elephant population reduced from hundreds of thousands in 1970s to slightly over 35000 in 2016 and that of black rhino declined from 100000 in 1960 to just over 650.⁵⁴ Although the clandestine nature of wildlife crime makes it difficult to ascertain the impact of wildlife crime on species populations, studies have indicated that illegal wildlife trade has contributed to sharp declines in the populations of big cats (lion, cheetah and leopard) and African wild dog.¹³¹ Transnational wildlife crime has also affected other species such as the pangolin which has emerged as one of the most trafficked wild animal globally.⁵⁵

Illegal wildlife trafficking had been thriving underground due to security lapses at the border points, airport and seaports. This is despite of a government ban on game and trophy hunting ban imposed in 1977. The sophisticated nature of poaching and trafficking networks which were akin to organized crimes emerged and could not be countered by the efforts of the Kenya Wildlife Service alone. Between 2012 and 2013 Kenya recorded the highest number of elephant poaching in two decades. According to the 2014 Task Force on Wildlife Security (TFWS) in Kenya, “the poaching levels of elephants and rhinos had spiked since 2008 culminating in the poaching of 384 elephants and 24 rhinos in 2012. On the other hand the magnitude and transnational nature of wildlife trafficking through Kenya increased significantly to the extent that the amount of in transit wildlife contrabands seized by Kenya’s wildlife and customs authorities in 2013 was the highest in history. This is in Ngatia’s assessment, a consequence that Kenya became a hub for the global illegal wildlife trade due to her strategic positioning and modern telecommunication within the East African region.

Elephant ivory and rhino horn have been confirmed by CITES as having no market in Kenya as evidenced by the categorization of Kenya as being only a source and transit country. Prevalence of elephant and rhino poaching and trafficking in ivory, rhino horns and other internationally trafficked species presents a good indicator for level of transnational wildlife crime. According to Miraglia, Ochoa and Briscoe, the occurrence of transnational organized crimes in a state denotes weak security institutions and corruption.⁵⁶ By 2016 studies had established links between transnational organized crimes, wildlife crimes and presence of transnational criminal syndicates in Kenya.¹⁴¹ The most commonly internationally trafficked wild flora and fauna are outlined in table 3. below.

Table 3. Wildlife Specimens Frequently Trafficked from Kenya

Specimen or Species	Form or Part Trafficked	Destination Region
Elephants	Ivory, skins, powder	East and Southeast Asia
Rhinos	Horns	East and Southeast Asia
Lions, leopards, cheetahs (cat family)	Skins and live pets	East & Southeast Asia, Europe and America
Reptiles (chameleons, lizards, snakes, tortoises)	Live pets, poison and venom	East & Southeast Asia, Europe and America
Pangolins	Live animal, meat, scales	East and Southeast Asia
Sandal wood	Wood and powder	East and Southeast Asia
Aloe	Gum	East & S/East Asia, Europe

Source: KWS (2022)

⁵⁴ Weru, Sam. 2016. “Wildlife Protection and Trafficking Assessment in Kenya: Drivers and Trends of Transitional Wildlife Crime in Kenya.” TRAFFIC, Cambridge.

⁵⁵ Challender, Daniel, W. S., Waterman, Carly, and Baillie, Jonathan. 2014. Scaling up pangolin conservation. Zoological Society of London, London, UK. P-16

⁵⁶ Miraglia, Paula, Rolando Ochoa, and Ivan Briscoe. 2012. Transnational organised crime and fragile states. OECD Development Co-operation Working Papers, OECD

Studies by the UN and Karanja revealed that armed groups in Uganda, Congo and Sudan had benefited from elephant ivory and rhino horns. The attention accorded to elephant and rhino poaching in Kenya was also reinforced by the National Ivory Action Plan which was Kenya's action plan for containing elephant poaching and ivory trafficking following a CITES resolution in 2013. One of the five thematic areas of the action plan was law enforcement, investigation, collaboration and coordination of government agencies with mandate in combating wildlife trafficking. According to respondents from KWS, KRA, NIS, NPS and ODPP there was a two pronged approach to rhino and elephant linked crimes. Preventive measures were mainly undertaken through intelligence led operations while the reactive measures were mainly prosecution led investigations. Security deployments in rhino sanctuaries and elephant poaching hot spots were informed by threat assessments. These efforts led to continuous reductions in elephant and rhino poaching from highest levels in 2013 to the lowest levels in 2020.

The designation of Kenya, Tanzania, Uganda and Democratic Republic of Congo as Focus Countries under "the US Government Eliminate, Neutralize, and Disrupt (END) Wildlife Trafficking Act of 2016" implies that Kenya remains a major source and transit country for trafficked wildlife.¹⁵² This classification adds to the 2013 CITES categorization of Kenya as a source and transit country in relation to global ivory trafficking. According to TRAFFIC, Kenya's entry and exit points were responsible for most of the ivory seized globally between 2012 and 2014.¹⁵³ Data held by TRAFFIC indicated that between 2009 and 2001, Kenya was linked to 29% of the global ivory seizures which weighed at least 500kg per single seizure.¹⁵⁴ The figure rose to 35% in the period between 2012 and 2014 underscoring the significance of Kenya as a source and transit country for global illegally trafficked ivory. The proportion of illegally trafficked ivory involving Kenya reduced to 17% for the period between 2015 and 2017. Questionnaire and interview respondents confirmed that there has been no ivory or other wildlife specimen seized out of the Kenyan borders since 2016 signifying the impact of the efforts made by Kenya and the international community in countering transnational wildlife trafficking.

Generally, the collaborative efforts have resulted in enhanced conviction rate of wildlife crimes in Kenyan courts. According to the ODPP, the conviction rate of wildlife crime cases increased from 44% in 2013 to 91% in 2021 and this is attributed to the review of the Wildlife Conservation and Management Act and inter-agency collaboration which increased the prosecution of wildlife crimes.¹⁶⁷ The enhanced conviction level is regarded as an indicator of significant achievement by law enforcement agencies and other conservation partners in the war against illegal wildlife trade. According to AWF, it epitomizes synergism between actors' seamless efforts to enhance the investigation, prosecution and adjudication of wildlife cases.

Challenges Facing Multi-Agency Approach in Countering Transnational Wildlife Crime in Kenya

The Respondents were asked to point out the challenges facing Multi-agency approach in countering transnational wildlife crime in Kenya. The findings are presented in Table 4.

Table 4: Challenges in Multi-Agency Approach in Countering Transnational Wildlife Crime in Kenya

Statement	Frequency	Percent
Inadequate funding and resources	138	77.1
Corruption	126	70.4
Differences in knowledge, roles and responsibilities	114	63.7
Conflicting and incompatible agency cultures	112	62.6
Inadequate Multi-agency collaboration and cooperation	111	62
Wide areas of coverage	104	58.1
Inadequate information sharing	98	54.7
Lack of clear structures (SOPs, laws, guidelines) for collaboration	97	54.2
Dynamism of wildlife crimes	93	52
Imbalanced level (seniority and number) of agency representation	89	49.7
Inadequate collaboration with neighboring and other countries	61	34.1
Other challenges	9	5

Source: Filed Research (2022)

Most of the participants representing 77.1% asserted that the key challenge was inadequate funding and resources, while 70.4% indicated corruption, and 63.7% noted that differences in knowledge, roles and responsibilities was the main challenge. About 62% indicated that the main challenge was conflicting and incompatible agency cultures; wide areas of coverage (58.1%); inadequate information sharing (54.7%); lack of clear structures (SOPs, laws, guidelines) for collaboration (52%); imbalanced level (seniority and number) of agency representation (49.7%); inadequate collaboration with neighboring and other countries (34.1%); and 5% cited other challenges.

This challenge was cited by the highest proportion (77.1%) of respondents. Underfunding and under-staffing have been widely cited as common challenges facing multi-agency initiatives targeted at wildlife crimes. Akella and Allan posit that inadequacy of budgets, personnel and equipment are persistent resource related challenges that undermine efforts to make enforcement effective across sites, countries and agencies. This was corroborated by 70.4% of the respondents who identified it as a challenge facing the multi-agency efforts and thus making it the second most significant challenge. The clandestine nature of corruption and wildlife trafficking make it difficult to empirically ascertain the actual occurrence of corrupt activities. This challenge emerged as the third most frequent having been cited by 63.7% of the respondents. Wildlife crime is not considered a serious crime in many jurisdictions. However, Kenya is an exception to this since wildlife crime is currently described as a serious crime punishable by penalties of up to Ksh 20 million in fines or life imprisonment by the Wildlife Conservation and Management Act which was operationalized in 2014.

The customs will for instance view illegal wildlife trade as being a spillover of run-away poaching, wildlife authorities will point at human greed and the police will blame globalization. Such organizational and cultural differences present challenges to multi-agency teams. Locke *et al* advises on the need to anticipate and understand potential conflicts of interest, role and culture before endeavoring to establish any effective multi-agency initiative.²³⁹ This challenge is exacerbated when agencies take a sectarian approach in the collaborative efforts. The USAID has singled out Nigeria which is currently a hotspot for transnational wildlife trafficking. The country has a wildlife legislation that provide a good foundation for strong law enforcement but lack of leadership to foster stronger inter-agency and international cooperation has watered down the utility of the law.

Another agency culture that affects multi-agency approach is the adherence to set standard operating procedures relating to processing of cargo and passengers. A number of respondents reported that at the height of ivory trafficking most of the consignments were not subjected to the full screening processes. Some key steps such as verification, scanning and custom clearance were omitted. Further, different agencies exercised varied degrees of disciplinary actions for staff who breached the laid down procedures leading to illegal shipments. This created an environment of high tolerance of breach of procedures making commissioning of wildlife crime a low risk for port workers. It also breeds impunity.

45% of respondents in this study stated that their organizations were participating in the multi-agency efforts to counter transnational wildlife because it was a government directive to do so. This challenge was cited by 54.7% of the respondents. Information sharing plays a critical role in combating transnational organized crimes. The fact that part of the law enforcement process is undertaken at the tail end when people and goods are exiting the country serve to enhance the value of timely and credible information. Information sharing is key among law enforcement agencies in the 21st century. Other challenges were cited by 5% of the respondents. A balance of seniority in agency representation is rarely uniform across agencies. Some agencies are represented by senior officers while others send junior representatives. Ways of Addressing Challenges in Multi-Agency Approach.

CONCLUSIONS AND RECOMMENDATIONS

According to the study findings based on the first objective, the multi-agency approach for countering transnational wildlife crime in Kenya is based on institutional framework structured on numerous laws and institutions. The Kenya Wildlife Service (KWS) is the government agency mandated to protect and manage

wildlife resources in Kenya. It is mandated by the Wildlife Conservation and Management Act, 2013 to provide security to wildlife and undertake law enforcement activities. The importance of collaboration and coordination in securing wildlife resources in Kenya is further re-emphasized in the national wildlife policy document, Sessional Paper number 01 of 2020. This sets forth a receptive and conducive environment for advancing multi-agency efforts. Other key notable institutions mandated with countering transnational wildlife crime in Kenya include; the ODPP mandated by Article 157 of the Constitution of Kenya to institute and undertake prosecution of criminal matters and all other related incidences; the NPS provides law enforcement support throughout the country; the DCI provides investigative and forensic services to assist in the investigation and prosecution of wildlife crime suspects; the other institutions include; the KRA, Directorate of Immigration Services; the KAA and KPA. The KWS has worked with the other agencies to jointly investigate transnational cases of wildlife trafficking in Kenya.

Pursuant to the second objective which sought to assess the diverse multi-agency strategies used in countering transnational wildlife crime in Kenya, this research study established that coordination is the main factor in the multi-agency initiatives. It was found to be successful in prosecution of wildlife crime cases and in multi-agency units established formally through a MoU and where coordination is explicitly provided for in legislation or engagement instructions. The development of rapid reference guides through multi-agency efforts provided a common understanding and reference point for investigating and prosecuting wildlife crime cases.

Based on the third objective of this study which sought to analyze the challenges facing multi-agency collaboration in countering transnational wildlife crime in Kenya, this study established that the main challenges include; differences in knowledge, roles and responsibilities in respect to countering transnational wildlife crime, corruption, inadequate collaboration and cooperation, conflicting agency cultures, inadequate funding and resourcing, inadequate information sharing. Other challenges include the dynamism and inter-linkages of wildlife crime with other transnational crimes, imbalances of seniority in agency representation and lack of clear structures to guide multi-agency initiatives.

The study concluded that; wildlife crimes remain an unending and a serious transnational crime that threatens national, regional and global security. Transnational wildlife crime also threatens the rule of law, health, economies and conservation efforts. For these reasons, transnational wildlife crime presents itself as a developmental challenge which requires a collaborative approach to find solutions. The multi-agency approach is one of the collaborative initiatives adopted by many countries such as Kenya to counter wildlife crimes particularly poaching and transnational wildlife trafficking. Despite it being a viable approach for tackling wildlife crimes, the effectiveness of the multi-agency approach in Kenya has remained largely less studied. This is what prompted the interest in such a research. Consequently, this study has examined the successfulness of the multi-agency approach and adopted the Structural-Functional theory and the general systems theory to explain the workings of multi-agency approaches.

The study established that; multi-agency strategies in Kenya have reduced poaching of commonly trafficked wildlife species. The multi-agency efforts have also reduced wildlife trafficking through Kenya's entry and exit points. This is attested by lack of wildlife seizures involving Kenya since 2016. The close collaboration among various government and private agencies has enhanced wildlife security in Kenya. This therefore confirmed the first, the second and the third hypotheses which state that; adoption of the multi-agency approach in countering transnational wildlife crime is well-grounded and justified; diverse multi-agency strategies have enhanced the countering of transnational wildlife crime in Kenya and lastly, countering of transnational wildlife crime in Kenya has been negatively affected by the challenges facing the multi-agency efforts.

The following academic recommendations were applied to this study;

- This study recommends for a concerted research directed towards developing up-to-date policies capable of solving 21st century wildlife crimes which have advanced with global technological and logistical transformation. The research should focus on best international practices which suitably discourage

transnational wildlife crimes.

- This study recommends for further research on the supply and demand chain dynamics which influence the transnational wildlife crimes. Research on demand side shall inform on the factors which drive the transnational wildlife crimes and the appropriate means to curtail or rather reduce the demand. The research on the supply side informs on the appropriate mechanisms for protecting the endangered species.
- This study recommends academic research directed towards developing legislative frameworks based on diplomatic engagement with both regional, continental and global State and non-State actors to rump up pressure on consumer countries in East and South-Asia.

The study made the following policy recommendations

- This study recommends for devising more effectual coordination approaches between KWS and other law enforcement agencies specifically focusing on the entry and exit points, as well as adoption and utilization of modern surveillance technology at the entry and exit points; strengthening prosecution capacity, training, equipping and deploying more wildlife law enforcement officers, and increasing the involvement of communities in wildlife management and security.
- This study further recommends for the anchoring of multi-agency collaboration in an overarching policy and legislation so as to provide the impetus and framework for agencies and actors to embrace the initiative. Elevation of the initiative to policy and legislative levels will provide the push factor required to compel participation.
- The study recommends for the inclusion of wildlife crime at strategic levels of decision making so as to be accorded the same prioritization and understanding as other organized crimes.
- This study recommends for enhanced focus and review of anti-corruption strategies targeted at countering transnational wildlife crime. This is premised on the finding that corruptions remain a key challenge in countering transnational wildlife crime despite anti-corruption being one of the diverse strategies used to counter the crime.

The study's general public Recommendations were;

- To the general public, this study recommends that transnational wildlife crime should be understood as a threat to societal interests. The public is part and parcel of the multi-agency initiatives undertaken to counter it. The public should not view the initiatives as being exclusive to state and non-state agencies. A whole of society approach is the best way to address transnational wildlife crime.
- This study also recommends for adoption of guidelines and regulations provided by the wildlife agencies governing the operation of wildlife conservancies. The general public should implement conservancy management protocols and strategies to avoid encroachment on wildlife conservancies, migration corridors and breeding areas in order to secure a natural environment for wildlife.
- The general public should adopt and practice wildlife conservation ethics with appreciation and zeal to ensure wildlife safety and sustainability in a conducive environment. This can be achieved through awareness campaigns and civic education focused on disseminating conservation ethics. This entails close collaboration with the Ministry of Education to inculcate conservation education in all academic discourses.
- This study recommends for the training of community-based rangers who can work collaboratively in a multi-agency arrangement together with other wildlife conservation agencies. There is an overriding need to understand that; transnational wildlife criminals are found in a human community from where crimes are commissioned. Establishing community rangers ensures provision of information, apprehension and prosecution of wildlife criminals in a less costly and effective approach.

Areas for Further Research

This research proposes further research on; examining the effectiveness of regional cooperation in East Africa to counter transnational organized wildlife Crime: A case study of EAC.

BIBLIOGRAPHY

- African Union. 2015. *African Strategy on combating illegal exploitation and illegal trade in fauna and flora in Africa*. AU Strategy, Addis Ababa: African Union.
- Atkinson, Mary, Anne Wilkin, Alison Stott, Paul Doherty, and Kay Kinder. 2001. *multi- agency working: a detailed study*. Research Report, London: National Foundation for Educational Research, Slough.
- Bertalanffy, Ludwig von. 1968. *General system theory: foundations, development, applications*. New York: George Braziller.
- Gelsthorpe, Loraine R. 1985. *The Community Service Volunteers/Kent Initiative*. Report IV, London: Police Research Group: Crime Prevention Unit Series.
- Gore, Amanda. 2021. *Tracking bloody money: Financial investigations into wildlife crime in East Africa*. Political Economy Analysis, Geneva: Global Initiative Against Transnational Organized Crime.
- Iheabunike, A. Godwin. 2019. *Inter-Agency Collaboration and Coordination: The Role of Investigators, Prosecutors and Prisons*. Annual Refresher Course for Magistrates, Abuja: Peshion Transnational Arrangement Directorate.
- Interpol. 2018. *Global Wildlife Enforcement: Strengthening Law Enforcement Cooperation Against Wildlife Crime*. Wildlife Prospectus, Lyon: INTERPOL Secretariat.
- Karanja, David. 2012. "The role of the Kenya Wildlife Service in protecting Kenya's wildlife." *The Kenya Wildlife Service in the 21st Century: protecting globally significant areas and resources*, vol. 29, 74-80. February. Accessed August 8, 2021. <https://www.chathamhouse.org/sites/default/files/public/Research/Africa/0214Wildlife.pdf>.
- Liddle, A. Mark, and Loraine R. Gelsthorpe. 1994. *Crime Prevention and Inter-Agency Co-operation*. Crime Prevention Series: Paper No.53, London: Police Research Group.
- Locke, Trevor, Henry Shaftoe, and Trev Johnson. 2004. *The challenge of achieving successful collaborative intervention*. Unit 6 of the community safety and crime prevention open learning programme, Bristol: University of West England.
- McDonald, Myfanwy, and Kate Rosier. 2011. *Interagency collaboration: Part A. What is it, what does it look like, when is it needed and what supports it?* Briefing Paper 21, Melbourne: Australian Family Relationships Clearinghouse.
- Miraglia, Paula, Rolando Ochoa, and Ivan Briscoe. 2012. *Transnational organised crime and fragile states*. OECD Development Co-operation Working Papers, OECD.
- Muthondeki, David Kabera. 2019. "Dealing with Organised and Transnational Crime in Kenya: A Multi-Agency Approach." *The International Journal of Humanities and Social Studies Volume 7 (10)* 196-205.
- Ngatia, Peter Mureithi. 2018. *Unveiling the Challenges of Curbing Wildlife Crime in Kenya: Evaluating the 3Cs solution*. PhD Thesis, Bolton: University of Bolton.
- Nocon, Andrew. 1989. "Forms of ignorance and their role in the joint planning process." *Social Policy Administration* 23 31-47.
- OECD. 2019. *The Illegal Wildlife Trade in Southeast Asia: Institutional Capacities in Indonesia, Singapore, Thailand and Viet Nam*. January 1. Accessed January 11, 2022. <https://www.oecd-ilibrary.org/sites/6e3ea4b6-en/index.html?itemId=%2Fcontent%2Fcomponent%2F6e3ea4b6-en>.
- Schneider, Stephen, Margaret Beare, and Jermy Hill. 2000. *Alternative Approaches to Combating Transnational Crime*. Policy Research Initiative, Toronto: Federal Transnational Crime Working Group.

- Task Force on Wildlife Security. 2014. *Lifting the Siege: Securing Kenya's Wildlife*. Task Force Report, Nairobi: Unpublished.
- United Nations. n.d. *Building Worldwide Expertise to Detect and Seize Illegally Traded Wildlife*. Accessed January 10, 2022. <https://www.un.org/en/chronicle/article/building-worldwide-expertise-detect-and-seize-illegally-traded-wildlife>.
- UNODC. 2017. *Addressing Corruption and Wildlife Crime*. Background paper for G20 Anti-Corruption Group Meeting, Berlin: UNODC.
- UNODC. 2017. *Corruption and Wildlife crime*. Leaflet, Viena: UNODC. 2021. *UNODC - Our Work*. 10 25. Accessed 10 25, 2021. <https://www.unodc.org/unodc/en/wildlife-and-forest-crime/our-work.html>.
- Weru, Sam. 2016. *Wildlife Protection and Trafficking Assessment in Kenya: Drivers and trends of transnational Wildlife crime in Kenya and its role as a transit point from trafficked specimen in East Africa*. Assessment Report, Cambridge: TRAFFIC.