



NATIONAL DEFENCE UNIVERSITY-KENYA

**POLICE COMMAND STRUCTURE AND COMBATING HUMAN
TRAFFICKING IN NAIROBI COUNTY, KENYA**

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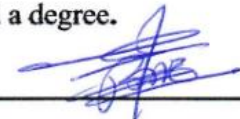
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DECLARATION

This project is entirely my original work and has not been submitted to another university for credit toward a degree.

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ABBREVIATIONS AND ACRONYMS

APS	Administration Police Service
DCI	Directorate of Criminal
DIG-KPS	Deputy Inspector General-Kenya Police Service
DIG-APS	Deputy Inspector General-Administration Police Service
KPS	Kenya Police Services
MDTs	Multi-Disciplinary Teams
NPS	National Police Service
NACOSTI	National Commission for Science, Technology, and Innovation
IG	Inspector General
GRETA	Group of Experts on Action against Trafficking in Human Beings
UNODC	United Nations Office on Drugs and Crime

OPERATIONAL DEFINITION OF TERMS

- Globalization:** Explains how cross-border trade in products and services, technology, and flows of capital, people, and information are causing the world's economies, cultures, and populations to become more interdependent.
- Tran nationalization:** Diffusion and extension of social, political, economic processes in between and beyond the sovereign jurisdictional boundaries of nation-states.
- Transnational crimes:** Refers to illegal acts that span international boundaries and involve people, organizations, or networks that are active in numerous nations.
- Command structure:** Comprehensive system with shared strategy, structures and information systems, expertly designed to build an integrated means of dealing with threats at all levels.
- Human trafficking:** The recruiting, moving, transferring, harboring, or receiving of people through threats, the use of force or other forms of coercion, kidnapping, fraud, deception, misuse of authority, or being placed in a vulnerable situation

ABSTRACT

The exploitation and coercion of people for a variety of reasons, including forced labor, sexual exploitation, and involuntary servitude, is the complicated and unsettling global issue of human trafficking. Through case investigations, victim rescues, and trafficker prosecutions, law enforcement organizations play a critical role in the fight against human trafficking. Human trafficking remains a pressing issue within Nairobi County, Kenya, despite the efforts of the police command structure to combat it. This assertion is substantiated by documented cases, reports, or statistics indicating the prevalence and continuous occurrence of human trafficking incidents in Nairobi, Kenya. The general objective of the study was to explore the police command structure in combating human trafficking within Nairobi City County, Kenya. The specific objectives were to: (i) determine the effectiveness of a police command procedure in combating human trafficking, (ii) examine the utilization of technology within the police command structure in combating human trafficking and (iii) assess the effectiveness of intra-departmental collaboration within the police command structure in combating human trafficking in Nairobi City County. The study was guided by two theories: the institutional theory, the innovation diffusion theory. The design of the study was a cross-sectional survey targeting officers from the National Police Service within Nairobi County, National Government Officers (NGAO), and general public. Data from 141 respondents who were purposefully chosen was gathered through the use of questionnaires and an interview guide. Descriptive statistics were used to assess the quantitative data, with qualitative data providing thematic context for the analysis. Key issues identified include intelligence coordination gaps between units, insufficient trafficking-specific training for officers, and discrepancies in strategic prioritization compared to the scope of the problem. There is need to institute mandatory interagency information sharing procedures, reporting structures and deadlines between units

Key words: Police Command structure, human trafficking, combating human trafficking

CHAPTER ONE: INTRODUCTION

1.1 Introduction

This study evaluates police command structure and combating human trafficking in Nairobi county, Kenya. This chapter covers the background of the study, statement of the problem, research question, objectives, scope limitations, significance of the study, assumption of the study, and conclusion.

1.2 Background to the Study

Human trafficking remains a pervasive global issue, requiring strategic law enforcement interventions. The United Nations Office on Drugs and Crime (UNODC) reports a continual rise in trafficking incidents worldwide, necessitating a more comprehensive approach to law enforcement strategies (UNODC, 2021). The recruitment, transfer, harboring, or receiving of individuals by coercion, fraud, or deception with the intention of profitably exploiting them is known as human trafficking (UNODC, 2000). Law enforcement agencies play a crucial role in addressing trafficking, yet their effectiveness often hinges on the intricacies of their command structures and operational methodologies.

Globally, in the United States, law enforcement agencies have made strides in combating human trafficking. The Department of Homeland Security (DHS) and the Federal Bureau of Investigation (FBI) are central in anti-trafficking efforts. However, despite coordinated efforts, challenges persist. A critical evaluation reveals complexities in inter-agency collaboration and resource allocation (Wozniak and Hussey, 2023), affecting the overall effectiveness of the police command structure in combating trafficking networks. Sidun and Flore (2020) evaluate the role of law enforcement agencies in the United States in combating human trafficking. The study specifically analyses the impact of police leadership, departmental structures, and inter-agency collaboration on anti-trafficking efforts.

Thailand has grappled with human trafficking, particularly in the realm of forced labour and sex trafficking. The Royal Thai Police have undergone structural reforms and established specialized units, such as the Anti-Trafficking in Persons Division. Despite these efforts, critical evaluation points to issues of corruption within law enforcement (Andria et al., 2020), impacting the efficiency of the command structure in combating trafficking, leading to challenges in prosecution and victim protection. Hall (2021) conducted a study focused on Thailand, which examines the effectiveness of inter-agency coordination within the Royal Thai Police and its impact on combating human trafficking. The study delves into the organizational structure and leadership dynamics influencing anti-trafficking efforts. Since 1997, the Thai government has used a multidisciplinary strategy to safeguard victims; in the early 2000s, this method became formalized into Multi-Disciplinary Teams (MDTs). However, when it comes to capacity, political incentives, and coordination, MDTs have faced a number of challenges in delivering efficient services (Lauren & Mansfield, 2019).

Nigeria faces significant challenges in addressing human trafficking, especially concerning international migration and exploitation (Abosedo, 2014). The Nigeria Police Force, alongside the National Agency for the Prohibition of Trafficking in Persons (NAPTIP), spearheads anti-trafficking operations. However, critical evaluation reveals gaps in training, resource allocation, and inter-agency coordination, affecting the efficacy of the police command structure in addressing the multifaceted nature of trafficking within the country. (Claire et al., 2022)

Babatunde (2014) posits that notwithstanding regional and international attempts to fight and eliminate this scourge, human trafficking is still rife in many parts of the world, including Africa. Nigerians are the majority of victims in Africa's organized human trafficking network. To deal with this challenge, the Nigerian Police Force, through its command structure, has established specialized units and task forces dedicated to combating human trafficking. These

units, such as the National Agency for the Prohibition of Trafficking (NAPTIP), often work in coordination with other law enforcement agencies and international organizations. The structure facilitates strategic planning and coordination of efforts to address trafficking networks. A study by Yusuf and Iorfa (2019) evaluates the challenges within the Nigerian Police Force in combating human trafficking. It established that there were challenges in the command structure's influence on the success of anti-trafficking operations. Specifically, challenges faced by the police command structure include training programmes for officers involved in anti-trafficking operations.

Within the police command structure, emphasis is placed on fostering partnerships with governmental and non-governmental entities involved in anti-trafficking efforts. Collaborative initiatives with agencies like the National Agency for the Prohibition of Trafficking in Persons (NAPTIP) and international bodies enhance information sharing and joint operations, strengthening the overall impact on combating trafficking. However, there have been concerns about the increasing restrictions on agency and activism in civil society. Different types and patterns of challenges faced by civil society organizations have been identified including NGO staff members being increasingly at risk of persecution and imprisonment (OSCE, 2018)

The command structure plays a role in enforcing anti-trafficking policies and laws. The implementation of legislative measures aimed at prosecuting traffickers and protecting victims is guided by the directives and strategies devised within the police command structure. While these aspects highlight the contributions of the police command structure in combating human trafficking in Nigeria, the study likely reveals areas for improvement. It might also discuss challenges or gaps within the structure that hinder its effectiveness, potentially suggesting recommendations for enhancement.

Understanding these global dynamics and critical evaluations of country-specific challenges in combating human trafficking provides a backdrop for assessing Nairobi County's situation. By examining lessons learned and pitfalls faced in various countries, Nairobi County's law enforcement strategies can be critically evaluated and improved, specifically focusing on enhancing the police command structure's effectiveness in addressing human trafficking.

Recent global studies underscore the pivotal role of the police command structure in effectively combating human trafficking. UNODC, (2016), emphasizes the importance of cohesive leadership and coordinated efforts within law enforcement agencies to tackle trafficking networks successfully. This highlights the significance of well-structured and efficient command hierarchies and operational protocols in combating this transnational crime. Kenya, including Nairobi County, faces its own set of challenges in combating human trafficking. Reports by the National Coordination Mechanism on Migration (NCM) highlight Kenya's vulnerability as a source, transit, and destination country for trafficking (NCM, 2020). Law enforcement agencies in Kenya, such as the Directorate of Criminal Investigations (DCI) and Anti-Human Trafficking and Child Protection Unit (AHTCPU), grapple with resource constraints, coordination gaps, and the evolving nature of trafficking operations.

Kenya's law enforcement agencies operate within specific command structures that impact their effectiveness in combating human trafficking. The DCI and AHTCPU, among other units, are integral to anti-trafficking efforts but face challenges in resource allocation and inter-agency coordination (NCM, 2020). A study by Onditi et al., (2021) highlights the need for adaptive leadership styles and robust coordination mechanisms within Kenyan law enforcement to counter the sophistication of trafficking networks. Despite recognition of the significance of the police command structure in combating human trafficking globally and within Kenya, there remains a dearth of comprehensive studies exploring the specific impact

of command structures on anti-trafficking success in Nairobi County. This study aims to bridge this gap by examining and evaluating the existing police command structure and its effectiveness in addressing human trafficking within Nairobi County, offering insights crucial for policy reforms and operational enhancements.

This background highlights the global challenges in combating human trafficking and emphasizes the significance of the police command structure, integrating recent studies and specific observations regarding Kenya's context and its challenges in addressing trafficking within Nairobi County.

1.3. Statement of the problem

The Inspector General (IG) is mandated by Section 10(f-h) of the National Police Service Act, 2011 to restructure the command structure and realign it with the dynamic nature of society. The National Police Service should restructure its command and control structures and make the greatest use of its resources, according to the NPS Policy Framework and Plan for Reorganization (2018). It is anticipated that in that direction, improved supervision, transparency, shared workload, and popular police culture, attitudes, principles, and actions, in a reformed command structure, will yield satisfactory outcomes(Linturi & Muna, 2021).

However, human trafficking remains a pressing issue within Nairobi County, Kenya, despite the efforts of the police command structure to combat it. This assertion is substantiated by documented cases, reports, or statistics indicating the prevalence and continuous occurrence of human trafficking incidents in Nairobi, Kenya. For instant, data by the Global Organized Crime Index 2023, the Police crime records and the Crime Research Center on prominence and prevalence of human trafficking, indicate that Nairobi is still reported as a Country of origin, a transit hub and a destination to human trafficking. The UNODC program 2016–2021 provides evidence to bolster the GCI report. Additionally, Global initiative against

Transnational Crime Africa Index places Kenya at high average of 1/9 in East Africa, 4/54 in Africa and 16/194 globally in terms of cases of human trafficking.

The persistence of these incidents demonstrates the active nature of the problem, indicating that it is ongoing and not resolved. The impact of human trafficking on the society, economy, and individuals within Nairobi County is substantial. This issue affects the lives of victims, their families, and the community at large, leading to significant social, psychological, and economic repercussions. The statement of the problem acknowledges the impact by indicating the need to explore the police command structure, which implies that the existing structure might not effectively address the complexities and extent of human trafficking in the area. The current state of combating human trafficking within Nairobi County is acknowledged as not meeting the ideal or desired level of effectiveness. This is indicated by the need to explore the police command structure, implying that there might be deficiencies, inadequacies, or limitations in the current setup. The discrepancy between the current state and the ideal state underscores the urgency to understand and potentially rectify these shortcomings for a more effective approach in combating human trafficking. The proposed study seeks to comprehensively analyse the existing police command structure in combating human trafficking within Nairobi County, Kenya, aiming to identify operational shortcomings and structural inefficiencies.

1.4 Objectives of the study

The general objective of the study was to explore the role of police command structure in combating human trafficking within Nairobi County, Kenya. The specific objectives were to:

- (i) To determine the effectiveness of a police procedures in combating human trafficking in Nairobi City County.

- (ii) To examine the utilization of technology within the police command structure in combating human trafficking in Nairobi City County.
- (iii) To assess the effectiveness of intra-departmental collaboration within the police command structure in combating human trafficking in Nairobi City County.

1.5 Research questions

- (i) To what extent does the current police procedure effectively contribute to reducing instances of human trafficking within Nairobi City County?
- (ii) What specific technological tools are currently integrated within the police command structure to combat human trafficking?
- (iii) What are the key challenges encountered in intra-departmental collaboration that hinder the effective addressing of human trafficking within the police command structure?

1.6 Justification of the Study

There were several justifications for conducting a study on the police command structure in combating human trafficking within Nairobi County, Kenya. First, the study sought to address a critical issue. Human trafficking is a severe global problem, and Nairobi County has been one focal point for such activities. Understanding how the police command structure operates in combating this issue is crucial for effective interventions. In addition, the study sought to enhance law enforcement strategies. Through studying the police command structure helps identify strengths and weaknesses in their approach to combating human trafficking. This knowledge can lead to more effective strategies and resource allocation.

Investigating the command structure could reveal opportunities for better coordination among different law enforcement agencies, NGOs, and international bodies involved in combating human trafficking. Thus, findings from this study could inform policymakers on

necessary changes or improvements in legislation, training, or resource allocation to enhance the effectiveness of anti-human trafficking efforts.

1.7: Scope of the Study

The scope of this study exploring the police command structure in combating human trafficking within Nairobi County, Kenya, encompassed various dimensions. However, the study sought to examine the organizational hierarchy of the police force in Nairobi County specifically related to anti-human trafficking units or divisions. In addition, it sought to investigate the roles, responsibilities, and jurisdiction of different units or departments within the police force concerning human trafficking.

The third aspect that the study sought to consider is policy and legal framework related to human trafficking. This was through an evaluation of existing policies, protocols, and legal frameworks in place to combat human trafficking within the county. The study sought to analyse how effectively these policies are implemented and enforced on the ground.

Finally, the study sought to look into resource allocation and capacity. This was through two approaches. The first was an assessment of the resources allocated to the police force for combating human trafficking, including personnel, funding, training, and technological support. The second approach was to evaluate the capacity of the police force in terms of expertise and readiness to handle human trafficking cases.

1.8 Limitations of the study

There were several potential limitations that a study exploring the police command structure in combating human trafficking within Nairobi County, Kenya, faced. One of them was access restrictions. Obtaining access to sensitive or classified information within law enforcement agencies was restricted due to security concerns or confidentiality protocols, limiting the depth of analysis. Navigating access restrictions within law enforcement

agencies, especially concerning sensitive or classified information, was challenging but can be mitigated through several strategies. The researcher sought to build relationships and rapport with key personnel within the law enforcement agencies. This helped gain access to sensitive information. This involved networking, attending relevant events, or initiating discussions with officials. In addition, the researcher sought to clearly outline the research objectives and ensured that the study complied with ethical standards to reassure law enforcement agencies about the purpose and integrity of the research.

Another limitation was data availability and reliability: Limited or incomplete data on human trafficking cases or police operations hindered the study's accuracy and depth of analysis. Inconsistent or unreliable data impacted on the validity of findings. This was mitigated by diversifying data sources. The researcher sought to utilize multiple sources of information, including official police records, reports from NGOs working on human trafficking, victim interviews, court records, and academic studies to cross-verify and supplement data. Another way was through engaging with multiple stakeholders. This included conducting interviews or focus groups with various stakeholders, including law enforcement officials, prosecutors, NGOs, victims, and community members, to gather diverse perspectives and information on human trafficking cases. Finally, data triangulation was used to cross-check and validate information obtained from different sources to ensure consistency and reliability. Comparing and contrasting data from various sources helped identify patterns and discrepancies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviewed relevant material from books, journals, websites, and related studies. The review also addressed the research gaps that the current study aimed to fill and provide a critical analysis of them. The general overview of police command structure and human trafficking was covered in this chapter.

2.2 Empirical Literature

The usefulness of police command structure as a strategy for combating human trafficking has been the subject of much research, which is reviewed in this section. This body of literature exhibits notable distinctions among a number of issues, such as the overall information sharing, use of technology in human trafficking, and community perception. The review that follows has been arranged using this differentiation.

2.2.1 Effectiveness of Police procedures in Combating Human Trafficking

Human trafficking remains a global concern, necessitating effective law enforcement strategies. Assessing the effectiveness of police procedures is crucial in understanding the efficacy of combating this crime. Numerous studies highlight the correlation between effective legislative frameworks and successful anti-trafficking measures. The integration of anti-trafficking policies within police structures significantly impacts operational efficiency. For instance, in Kenya, the Anti-Human Trafficking and Child Protection Unit operate under legal provisions, aiding in successful prosecutions and victim protection (Ligare, 2020). Studies from the United States (US) emphasize the correlation between stringent legislative frameworks and successful anti-trafficking efforts. For instance, GoK (2012) highlights how specific legal provisions empower police structures in Kenya, aiding in successful prosecutions and victim protection. Similarly, in Nigeria, legal amendments have strengthened law enforcement agencies' capabilities in combating trafficking (Daniela, 2021).

Despite acknowledging the importance of legal frameworks, limited studies delve deeply into the direct correlation between specific legislative measures and their impact on police effectiveness. Further exploration is required to understand how the nuances of legal provisions influence law enforcement strategies and outcomes in combating human trafficking. Studies often acknowledge that while effective legislative frameworks exist, implementation can be lacking. Research by Johnson et al., (2022) in various countries indicates discrepancies between laws and their execution, leading to challenges in successful prosecutions and victim protection. Some studies suggest that legal frameworks might lack comprehensive coverage. For instance, Garcia and Torres (2020) argues that certain forms of trafficking or vulnerable populations might not be adequately addressed within existing legislation, leaving gaps in protection and enforcement.

Allocation of resources, including funding, specialized manpower, technology, and training, plays a pivotal role. Studies emphasize the positive impact of increased resources on the efficacy of police responses to human trafficking. However, challenges persist in resource constraints, hindering optimal outcomes (Jones et al., 2020). Research across diverse regions, including Australia and Mexico, underscores the significance of adequate resource allocation. Jones et al., (2019) highlight the positive correlation between increased funding and specialized training on law enforcement's ability to combat trafficking. However, resource constraints persist as a challenge in many regions, hindering optimal outcomes (Garcia & Torres, 2022). While some studies discuss resource constraints, few provide comprehensive analyses of the optimal resource allocation needed for effective anti-trafficking efforts. Research focusing on identifying specific resource gaps within different police command structures and their impact on combating human trafficking is lacking.

Inter-agency collaboration, both nationally and internationally, enhances law enforcement's capabilities. Research emphasizes the significance of partnerships between police, NGOs,

and international agencies in disrupting trafficking networks and providing comprehensive victim support (Johnson & Patel, 2022). Studies from Kenya and Australia emphasize the role of inter-agency collaboration. Johnson and Patel (2020) discuss successful partnerships between police, NGOs, and international agencies, highlighting their effectiveness in disrupting trafficking networks and providing comprehensive victim support. While collaboration is acknowledged as crucial, gaps exist in understanding the dynamics and effectiveness of various partnership models. Further research is needed to identify successful collaboration frameworks, assess challenges faced in partnerships, and explore methods to enhance cooperation among diverse agencies involved in anti-trafficking efforts.

Besides interagency collaborations, studies underscore the importance of community involvement in combating human trafficking. Successful models demonstrate that community engagement programs initiated by law enforcement agencies foster trust, enable intelligence gathering, and aid in prevention efforts (Brown & Garcia, 2023). The effectiveness of police command structures in combating human trafficking is also influenced by leadership within police structures and training programmes significantly. Research suggests that well-trained officers, led by competent leadership, exhibit improved response times and more successful identification and rescue of trafficking victims (Robinson, 2021). Insights from Mexico and the US showcase successful models of community engagement. Brown et al., (2021) illustrates how community involvement programs initiated by law enforcement foster trust, enable intelligence gathering, and aid in prevention efforts. Although community engagement is recognized as beneficial, limited literature examines the scalability and sustainability of community-based initiatives. Studies exploring the long-term impacts of community involvement, as well as the most effective methods for engaging diverse communities, are lacking.

Data on human trafficking is also key in determining the effectiveness of police structure in combating human trafficking. Efficient data collection and analysis methodologies are critical. Studies indicate that robust data collection practices aid in identifying trafficking trends, hotspots, and modus operandi, enabling proactive law enforcement strategies (Lee et al., 2022). The author further demonstrates how robust data collection practices aid in identifying trafficking trends, enabling proactive law enforcement strategies in various regions.

2.2.2 Application of technology in combating human trafficking

Traditional approaches to detecting and looking into human trafficking have mostly relied on witness accounts and victim testimonies, which can be hard to come by because of the crime's clandestine nature and the frequent fear and control those victims, go through. Consequently, in an effort to detect patterns and trends that might point to the existence of human trafficking, law enforcement organizations have been depending more and more on technology. Shymko and Kalchenko (2023) posits that digital technologies such as geographical mapping, machine learning, social media monitoring, and data analysis have the potential to greatly improve efforts to detect and stop human trafficking.

In recent years, there has been a growing use of data analytics and machine learning approaches to detect possible victims of human trafficking. Human labor and sexual exploitation is a widespread issue in the world, and it is frequently challenging to identify because victims are frequently concealed from view and involved in clandestine networks. To combat human trafficking, Deeb-Swihart, et al., (2019) points to three primary domains where more research in human-computer interaction can be beneficial; since victims of human trafficking are usually forced to relocate across borders, the fight against it first demands advancements in information visualization of large, complex, geographical data. Second, the requirement for unified information databases presents important questions for

usable security and privacy research. Finally, there are legislative concerns about software development resource allocation due to the antiquated information systems that law enforcement has access to.

The United Kingdom, UK, Group of Experts on Action against Trafficking in Human Beings, *GRETA* (2022), underlines the efficacy of technology in aiding investigations in human trafficking. The study discusses the utilization of data analytics, AI-driven algorithms, and digital forensics in tracking trafficking patterns, identifying hotspots, and predicting potential trafficking activities. Lack of comprehensive assessments focusing on the limitations and challenges associated with these technologies within specific contexts or jurisdictions. While Paolo (2022) highlights the efficacy and potential benefits of technology, they overlook critical aspects. For instance, the study provides generalized insights into technology's effectiveness without delving into its applicability in diverse environments or within specific legal, cultural, or socio-economic contexts. There's a need for research that assesses how well these technological solutions align with the unique challenges and nuances of individual regions or countries.

Three methods that police organizations use social media have been identified by prior research. First, social media helps with information gathering. It can be used to track down missing people and keep an eye on suspects, witnesses, and victims (Fallik et al., 2020). It can also be used to collect information, ask for help from the public, and look through material that suspects have posted (Brunell et al., 2019; Estellés-Arolas, 2020). In addition, police utilize social media to ask the public for information, frequently regarding a specific crime, crime in a certain area, or based on information about specific people and their connections to crimes (Estellés-Arolas, 2020). As a result, requests for help can be broadly classified into two groups: those involving short-term projects focused on a particular period of time and region (for example, informing locals about recent robberies and offering safety

advice) and those involving long-term projects that address more general crimes and a variety of locations. Fortin et al., (2023) explore the use of digital platforms and social media monitoring by law enforcement to gather intelligence on traffickers' activities. They highlight the benefits and challenges of utilizing online spaces for proactive policing against human trafficking.

In order to stop this illicit activity, it is essential to find behavioral transactional data and trends that may point to the existence of human trafficking. Finding potential victims may involve looking for behavioral patterns and transactional data that indicate the presence of human trafficking, according to Shymko & Kalchenko (2023). Transactions involving finance with anomalous or dubious payment or cash withdrawal patterns, for instance, may be a sign of forced labor or exploitation. To discover human trafficking, behavioral and transactional data are frequently examined using a variety of methods and methodologies. Software for data visualization, network analysis tools, and machine learning methods are a few examples.

Technology used for surveillance, such as cameras and sensors, can assist law enforcement in identifying and looking into cases of human trafficking. A vast array of instruments and methods are included in surveillance technology, which gives law enforcement the ability to track down suspicious activity, obtain intelligence, and collect proof to bring trafficking charges. Equally, in commercials that advocate the sale of human beings, artificial intelligence (AI) uses machine-learning skills to identify clusters, weird and/or unique font, words, numbers, and other identifiers (Graham, 2023). Law enforcement officials can now identify and assist more people faster than ever before by utilizing these AI technologies.

While these studies explore the utilization of digital platforms for intelligence gathering, but they do not sufficiently address the structural changes needed within the police command

hierarchy, protocols, or standard operating procedures. There's a lack of insight into how these technological tools align with or require adjustments in existing command structures to facilitate seamless integration and utilization. There is a notable gap in comprehensively addressing the structural, training, policy, collaboration, and impact evaluation aspects within the specific context of the police command structure.

2.2.3 Intra-departmental collaboration in combating human trafficking.

According to Ikeanyibe, et al., (2023), the majority of issues that nations face nowadays are complicated, multifaceted, and ambiguous, and they typically resist a scalar chain solution. A single agency may find it difficult or impossible to effectively handle threats such as terrorism, cyber-attacks, drug trafficking, human trafficking, infectious illnesses, energy threats, displacement, migration, climate change, and natural catastrophes due to their multifaceted nature.

Combating human trafficking, for instance, requires interdepartmental cooperation within the police command structure. Police agencies can better handle the issues raised by this international crime and shield vulnerable people from exploitation by collaborating both internally and outside with a variety of partners. In order to effectively combat human trafficking, which is a severe crime, a coordinated and comprehensive approach is needed. Addressing this complicated issue within the police command structure requires significant intra-departmental communication.

Philip (2008) underscores the significance of collaboration within law enforcement agencies. It highlights that effective intra-departmental collaboration enhances information sharing, coordination, and joint efforts, leading to more successful anti-trafficking interventions. Evidence shows that successful interventions and prosecutions are most likely to occur when various official and civil society agencies collaborate.

Globally, Bales and Lize (2007) carried out research on the cooperation—or lack thereof—between American law enforcement agencies and non-governmental organizations in the United States. They point out that it was difficult to respond to human trafficking instances effectively when there was a lack of interagency coordination. Rather than adopting a "every agency for itself" strategy, they recommend the creation of anti-trafficking task groups, which would enable the different organizations to collaborate efficiently. This leads to the conclusion that trying to cooperate across borders exacerbates issues with coordination among entities within the United States.

According to Laura and Dave (2023), a group of highly experienced law enforcement officials that deal with human trafficking identified multi-agency collaborations as an essential investigative step that should be taken. The reason for this is that it proposes to pool resources, skills, and intelligence (Pajōn and Walsh, 2020). When looking into offenses involving human trafficking in the United States, police frequently work in conjunction with other partner agencies (Clawson et al., 2008; Farrell et al., 2014; Wilson and Dalton, 2008).

For example, Clawson et al., (2008) discovered that just over half of the 289 police investigations in their sample involved NGOs, and that nearly all of them entailed cooperation with other law enforcement agencies or local authorities. Wilson and Dalton (2008) and Farrell et al., (2014) both discovered that these kinds of partnerships become essential to ensuring that criminals are prosecuted and those victims are protected.

The effectiveness of any national or local policy to prevent and combat human trafficking requires inter-agency cooperation (Heather et al., 2009). The ability to develop and carry out anti-trafficking policies, oversee their execution, coordinate the activities of all pertinent parties at the national level, and promote international collaboration are all necessary for coordination mechanisms. They should be involved in the planning and execution of

initiatives to support and safeguard victims of human trafficking, in addition to prosecuting offenders.

A precise separation of the responsibilities of the many entities involved is the foundation of effective cooperation mechanisms (Rebecca & Laurie, 2012). It is crucial to properly define the roles of all the major agencies involved in carrying out a comprehensive national or local strategy when creating such coordinating systems. According to (Michael & Anthon, 2016) multi-agency coordination or management groups need to ensure that the specific roles and responsibilities of the various agencies are agreed upon and understood by all involved. The report by Michael and Anthony (2016) further states that combating human trafficking requires ongoing international communication and cooperation among law enforcement leaders. This will help limit the ability of traffickers to operate freely and prevent prospective victims from being trafficked.

Regionally, the police command structure in Nigeria is made up of several departments and groups that are in charge of different facets of law enforcement. In order to acquire intelligence, carry out investigations, rescue victims, and convict traffickers, different departments and units must coordinate and work together as part of intra-departmental collaboration in the fight against human trafficking.

Collaboration efforts can be streamlined and departmental silos can be avoided by creating explicit protocols for information exchange and communication. This argument is supported by Erikson and Larsson (2020) noting that over the past ten years, partnerships and collaborations involving a range of players from various sectors have grown to be seen as potential ways to combat human trafficking and assist those who are victims of it. Information sharing and communication are essential for coordinating efforts amongst many stakeholders, such as governments, international organizations, non-governmental

organizations (NGOs), and law enforcement agencies, in order to effectively combat human trafficking.

The Kenyan government has established a number of frameworks and policies to fight human trafficking as a result of realizing the importance of effectively combating this crime. Through interdepartmental cooperation, the police command structure is essential in combating this intricate crime. Kenya, specifically Nairobi County, confronts unique challenges in the anti-human trafficking battle. The National Coordination Mechanism on Migration (NCM) underscores Kenya's position as a source, transit point, and destination for trafficking activities (NCM, 2020). Resource limitations, lack of coordination, and the ever-changing nature of trafficking complicate the work of Kenya's law enforcement agencies, like the Directorate of Criminal Investigations (DCI) and the Anti-Human Trafficking and Child Protection Unit (AHTCPU).

2.3 Theoretical framework

The study was guided and structured by two theories: Institutional theory by John Meyer and Brian Rowan and the innovation diffusion theory, proposed by Everett Rogers.

2.3.1 Institutional theory

Institutional theory was introduced in the late 1970s by John Meyer and Brian Rowan (Shrum, Clemente, & Roulet, 2015) to explore further how organizations fit with, are related to, and were shaped by their societal, state, national, and global environments. Proponents like Meyer and Rowan (1977) and DiMaggio and Powell (1983) suggest that organizations adopt certain structures, practices, and norms not only for efficiency but also to gain legitimacy within their environment (Olivier, 2018). The theory is applicable in this study in that it involves understanding how police organizations, as institutions, adopt and legitimize practices and structures in combating human trafficking.

According to Andriele et al., (2017), Institutional Theory suggests that organizations adopt certain practices to conform to external expectations for legitimacy. In the case of the police command structure, there might be an adoption of anti-trafficking policies, units (e. g., human trafficking task forces), or specialized training programs. These structures and practices are not only aimed at effectively combating human trafficking but also to meet societal expectations and gain legitimacy as agencies combating this prevalent crime.

The theory highlights that organizations conform to prevailing norms (Tatiana, Kendall Roth, & Dacin, 2008). In the context of combating human trafficking, police structures might adopt specific investigative protocols, victim-centered approaches, or collaborations with NGOs or international bodies. These adopted norms and practices align with broader societal expectations regarding the handling of trafficking cases. Police command structures may adjust their organizational structures, reporting mechanisms, or resource allocations to align with anti-trafficking efforts. These structural adaptations, such as forming dedicated units or reallocating resources, are not only functional but also serve to legitimize the organization as actively addressing societal concerns about human trafficking.

The application of institutional theory to the study can highlight how the police command structure adopts specific structures, practices, and norms aimed at combating human trafficking. It helps understand not only the functional aspects but also the institutional pressures and legitimacy-seeking behaviours within law enforcement agencies concerning anti-trafficking efforts. This approach can illuminate how police structures both adapt and conform to societal expectations and norms regarding the fight against human trafficking, providing insights into their effectiveness in addressing this crime.

2.3.2 Innovation Diffusion Theory

Everett Rogers' 1962 Innovation Diffusion Theory examines how novel concepts, inventions, or technological advancements proliferate and become ingrained in a societal structure. According to this hypothesis, a number of factors, such as the invention's features, communication channels, time, and the social structure in which it is being applied, can affect how quickly an innovation gets adopted (Ismail, 2006). The theory can be used to explain the utilization of technology within the police command structure to combat human trafficking. The Innovation Diffusion Theory provides a framework to understand how the adoption and integration of technological tools occur within law enforcement agencies (Marília et al., 2016).

There are two key elements of innovation diffusion theory that make it applicable in this study: innovation characteristics and communication channels. According to Burgess et al., (2017), the theory implies that certain attributes of an innovation influence its adoption like the relative advantage (perceived benefit over existing methods), compatibility with existing practices, complexity, trial ability, and observability of the technology. Applying this theory involves examining how the characteristics of technological tools, such as data analytics or digital forensics, align with the needs and existing practices within police command structures. It explores whether these technologies offer perceived advantages over traditional methods (Xiaojun et al., 2015), are compatible with existing systems, and are relatively easy to implement and observe.

The second element of the theory, communication channels, emphasizes the importance of effective communication in the adoption process (Peres, 2010). In the context of combating human trafficking, it involves analysing how information about these technological innovations is disseminated within police command structures. It considers the role of

leadership, training programs, and communication channels in educating and encouraging officers to adopt and utilize these tools effectively.

The innovation diffusion theory can therefore be linked to the study by providing a framework to assess the adoption process of technology within police command structures to combat human trafficking. It helps in evaluating how the characteristics of technological tools align with the needs of law enforcement, as well as understanding the communication and adoption processes within the hierarchical structure of police departments. The theory assists in identifying factors that facilitate or hinder the adoption and integration of technology (Radford, 2011), providing insights into improving the implementation of technological solutions in anti-trafficking efforts within law enforcement agencies.

2.4 Research Gap

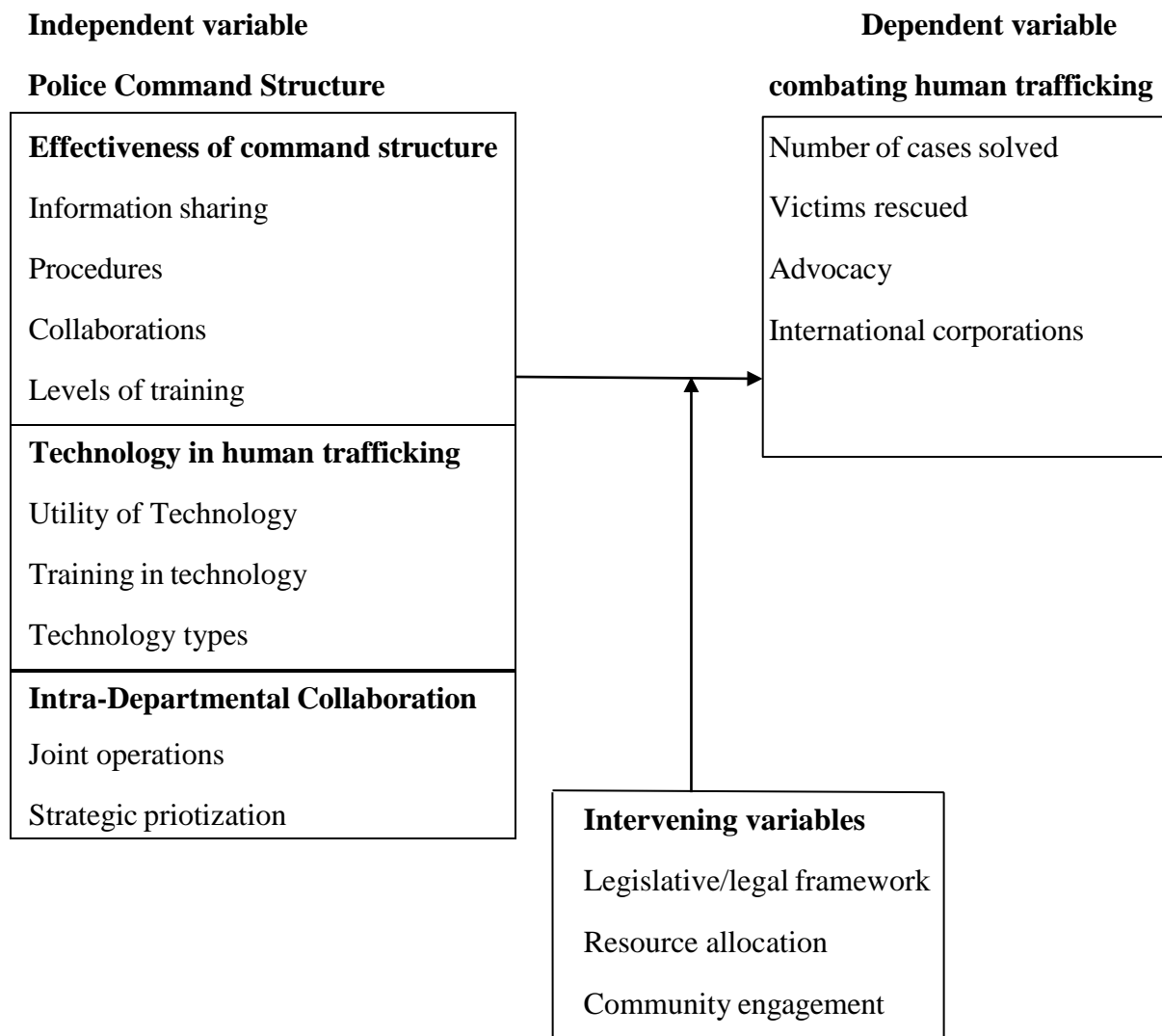
Despite the emergent body of literature on the application of technology in combating human trafficking, there is a noticeable gap in understanding how these technological advancements are integrated into the police command structure, especially in specific legal, cultural, and socio-economic contexts like Nairobi City County, Kenya. While studies have highlighted the potential of technologies such as AI, machine learning, and data analytics in enhancing anti-trafficking efforts, they often overlook the challenges of aligning these tools with existing police command hierarchies, protocols, and operational procedures.

Moreover, the empirical literature emphasizes the importance of intra-departmental collaboration in combating human trafficking. However, there is limited research on how this collaboration is operationalized within the police command structure, particularly in regions with complex administrative and resource challenges like Kenya. The integration of technology within these collaborative frameworks also remains underexplored, especially regarding how technological tools might either facilitate or hinder interdepartmental

communication and coordination. Therefore, further research is necessary to explore the structural, policy, and procedural adjustments required to effectively integrate advanced technological tools within the police command structure. Additionally, studies should investigate how these tools can be optimized to support intra-departmental collaboration, ensuring that the benefits of technology are fully realized within the specific regional context of Nairobi City County.

2.5 Conceptual framework

The conceptual framework for this document is as follows.



The framework (figure 21.) shows that the police structure, the first independent variable, is key in combating human trafficking. A well-structured and organized command system can streamline efforts, ensuring efficient allocation of resources and clear directives. The structure dictates communication channels and collaboration opportunities within departments. A cohesive structure fosters better teamwork and information sharing. Effective leadership and policies within this structure can drive focused strategies against human trafficking.

The second independent variable, utilization of technology, has a direct effect on efforts to combat human trafficking. The integration of technology might necessitate structural changes, policies, or training to adapt and maximize its potential within the command structure. Advanced technology aids in data analysis, surveillance, and evidence collection, enhancing law enforcement's ability to detect, track, and dismantle trafficking networks. Collaboration influences the utilization and sharing of technological tools and resources across departments, potentially enhancing their effectiveness. For example, collaboration among various departments (like crime units, cybercrime divisions, Anti-Human Trafficking and Child Protection Unit (AHTCPU) enhances intelligence sharing and operational efficiency, leading to more comprehensive anti-trafficking strategies.

There are three intervening variables which have an impact on the relationship between the independent variables (police command structure and utilization of technology) and the dependent variable (effectiveness in combating human trafficking). These are: legislation/legal framework, resource allocation, and community engagement. Strong laws and policies provide a legal backbone for law enforcement actions against human trafficking. Changes or updates in legislation can empower or constrain law enforcement efforts. On the other hand, changes in laws or legal frameworks directly impact law enforcement's ability to combat human trafficking. New laws might mandate specific actions or allocate resources

differently, affecting the way the police command structure operates or resources are allocated. It influences how the police command structure and resource allocation interact to affect the effectiveness of combating human trafficking.

Another intervening variable is resource allocation. Adequate resources – funding, personnel, and technology – directly impact law enforcement's capacity to combat trafficking. Insufficient resources can hinder investigation, rescue, and victim support efforts. The allocation of resources (budget, personnel) affects various aspects of combating human trafficking. It impacts the ability of law enforcement to implement technology, influence collaboration among departments, and engage with the community effectively. Resource Allocation intervenes between the independent variables (police command structure, utilization of technology, intra-departmental collaboration) and the effectiveness of combating human trafficking.

The third intervening variable is community engagement. Engaging communities raises awareness, encourages reporting, and fosters a supportive environment for anti-trafficking efforts. Community involvement can supplement law enforcement actions. Community feedback and involvement may prompt adjustments in strategies or policies within the command structure to better address community needs. The level of community engagement influences the effectiveness of anti-trafficking efforts. Community awareness, reporting, and support impact law enforcement strategies and operations. It serves as a link between the independent variables (police command structure, utilization of technology, intra-departmental collaboration) and the ultimate outcome of effectiveness in combating human trafficking. Understanding these relationships is crucial for policymakers and law enforcement agencies. Strengthening one variable might positively impact others, ultimately enhancing the overall effectiveness in combating human trafficking. It emphasizes the need for a multi-faceted approach that considers these interrelated variables comprehensively.

CHAPTER THREE: METHODOLOGY

3.0 Introduction

This chapter covers the research methodology that was used to actualize this study. The chapter contains the research design, study area, target population, sampling and sampling techniques, data collection procedure/instruments, validity and reliability, data management and analysis and the ethical considerations that was upheld during the research process.

3.1 Research Design

This study used cross sectional survey research design. Babbie (2016) writes that a cross-sectional survey research design is a type of observational study that involves collecting data from a population or a representative sample at a single point in time. Further, Wang and Cheng (2020) describe cross-sectional study as one that endeavors to measure the degree of association between a predictor and its outcome at a given point in time. This would allow the researcher to describe the situation and population systematically. This design was used to answer the “what” and “how” questions concerning the research subject. The intention of this study is not to manipulate the variable and the data thereof but rather, to observe responses from the target population, measure, and describe those observations. This design is important for this study in that, not much is known concerning the relationship between command structure of National Police Service and efforts in combating transnational crime. The survey part of this design allowed the author to collect a large volume of data from sampled respondents through a few data collection tools.

3.2 Area of study

The study will be conducted within Nairobi County. Nairobi, city is the capital of Kenya. It is situated in the south-central part of the country. It is the capital and largest city in Kenya and serves as the economic, cultural, and political hub of the country. Nairobi County has the highest number of sub-counties in the Country totalling to 17. As a governmental centre,

Nairobi subsequently attracts a stream of migrants from rural Kenya that made it one of the largest cities in tropical Africa. Crime increases where the social control that operates through formal institutions (police, justice, family schools and others) and informal institutions (civil society organisations, solidarity networks and others) is broken or weakened.

3.3 Target Population

The target population included both the general population and the key informants in Nairobi County. These were the National Police officers within Nairobi County, National Government Officers (NGAO) of 17 sub-counties and public. The study targeted the mentioned population because they are the main key players in combating transnational crime. For example, National government employees are vital to the battle against human trafficking in Nairobi because they uphold the law, spread awareness, assist victims, and create policy. Because of nature and confidentiality of the security sector, getting the exact numbers of police officer within Nairobi County was not possible. Additionally, by looking into cases, defending victims, working with partners, getting training, and spreading awareness in the community, police officers in Nairobi play a vital part in the fight against human trafficking. The study also targeted community leadership who collaborate with the police in providing security through programs as Nyumba Kumi initiative. The population of these leaders were identified through as outlined in Table 3.1.

Table 3.1: Target population

S/no	Groups	Population
1	Community leaders	100
2	National Government officers	17
3	Police Commanders	51
4	Kenya Police officers	100
5	Administration Police Officers	100
6	Directorate of Criminal Investigations	100
	Total	468

Source: (Researcher, 2023)

3.4 Sampling Technique

A sampling approach is a method of selecting a subset of individuals or objects from a larger population to represent that population in a study. The choice of sampling technique is crucial as it directly affects the representativeness and generalizability of the study findings. In this study, two sampling techniques were employed: purposive sampling and proportionate sampling.

The study utilized purposive sampling to identify specific Sub-Counties within Nairobi County where the research was conducted. Purposive sampling, as highlighted by Creswell (2009), is particularly useful in qualitative research because it allows the researcher to deliberately select participants who are most likely to provide valuable insights related to the study's objectives. This technique is based on the premise that not all members of the population are equally knowledgeable or experienced in the subject matter under investigation. Therefore, by selecting specific Sub-Counties known for higher incidences of human trafficking or for being key operational areas of the police command structure, the study ensured that the participants could provide relevant and rich data.

In this study, purposive sampling was instrumental in targeting areas where the command structure of the National Police Service was actively engaged in combating human trafficking. The selection of these Sub-Counties was informed by preliminary data on human trafficking hotspots, consultations with experts, and previous studies that identified areas with significant police activity related to human trafficking. This approach ensured that the study focused on regions where the police command structure's role could be most effectively examined, thereby increasing the relevance and depth of the findings.

After identifying the Sub-Counties, a proportionate sampling procedure was employed to select the police officers who would participate in the study. Proportionate sampling, as explained by Lohr (2021), is a method where the sample is drawn in such a way that it reflects the distribution of subgroups within the larger population. In this case, the police officers were stratified based on ranks, departments, and the roles they played in combating human trafficking. The proportionate sampling method was chosen to ensure that all relevant subgroups within the police force were represented in the sample, mirroring their presence in the broader population.

This method is particularly beneficial when the population is heterogeneous, as it allows for the inclusion of diverse perspectives within the sample. For instance, higher-ranking officers may have different insights and experiences compared to junior officers, while those in specialized units might offer distinct perspectives compared to those in general duty roles. By using proportionate sampling, the study captured the views of officers from various ranks and units, ensuring that the findings were comprehensive and reflective of the entire police command structure.

The combination of purposive and proportionate sampling techniques enhanced the study's ability to address its objectives. Purposive sampling ensured that the study focused on areas

and participants with the most potential to contribute to understanding the relationship between the police command structure and efforts to combat human trafficking. Meanwhile, proportionate sampling ensured that the diversity within the police force was adequately represented, making the findings more robust and applicable to the entire population of interest.

3.5 Sample size determination

Determining an appropriate sample size is a crucial aspect of research design, as it directly influences the validity and generalizability of the study's findings. In this study, logistical constraints and the need for a representative sample led to the selection of 468 potential respondents, comprising various stakeholders involved in combating human trafficking within Nairobi City County. These respondents included 51 police commanders, 17 national government officers, 100 community leaders, and 300 National Police officers of various ranks. Given the complexity of the study and the diverse groups involved, the research adopted a sample size of 30% of the total population as suggested by Kothari (2013). This percentage is often considered optimal in social science research, especially when dealing with large populations, as it balances the need for a manageable sample size with the desire for statistical accuracy. The decision to use a 30% sample size was influenced by practical considerations, including time constraints, available resources, and the feasibility of data collection across multiple Sub-Counties in Nairobi City County.

The population was stratified by gender, ensuring that both male and female respondents were adequately represented in the sample. This stratification was critical in capturing potential gender-based differences in perspectives and experiences related to the police command structure and its role in combating human trafficking. After stratifying the population by gender, a random sampling technique was applied to select the subpopulation. Random sampling is a fundamental technique in quantitative research, as it minimizes

selection bias and ensures that each member of the population has an equal chance of being included in the sample. The use of stratified random sampling allowed the researcher to focus on specific subgroups within the population, which is particularly important in a study like this where the experiences and roles of different groups—such as community leaders, police officers, and government officials—are likely to vary significantly. This method not only ensured a more accurate representation of the population but also enabled the collection of focused information that aligned with the study’s objectives.

The breakdown of the sample size across different groups is detailed in Table 3.2..

Table 3.2: Sampling Procedure and sample size

S/NO	Groups	Population	Sample Size
1	Community leaders	100	30
2	National Government officers	17	6
3	Police Commanders	51	15
4	Kenya Police officers	100	30
5	Administration Police Officers	100	30
6	Directorate of Criminal Investigations	100	30
	Total	468	141

Source: (Researcher, 2023)

Out of 100 community leaders, 30 were selected for the study, representing 30% of this subgroup. Similarly, 30 police officers from each of the three major branches—Kenya Police, Administration Police, and the Directorate of Criminal Investigations—were included in the sample. This consistent application of the 30% rule across different groups ensured that the sample was both representative and sufficiently large to allow for meaningful statistical analysis. Moreover, the stratified sampling approach ensured that each subgroup’s unique characteristics were adequately captured, essential for understanding the multifaceted nature of the police command structure’s role in combating human trafficking. Including various

ranks within the police force, from commanders to officers, and the involvement of community leaders and government officials, provided a comprehensive view of the issue from multiple perspectives.

3.6 Instruments and Tools

Data for this study were collected using two primary instruments: structured questionnaires and an interview guide. These tools were carefully selected to ensure comprehensive data collection that would adequately address the research objectives.

3.6.1 Structured Questionnaires

The primary tool for quantitative data collection in this study was a structured questionnaire. A structured questionnaire, according to Cheung (2021), is a written form made up of a number of standard questions arranged within a predefined format. This framework outlines the defined phrasing and arrangement of questions, allowing for consistent data collection across all participants. The structured questionnaire used in this study was designed specifically to gather information from police officers involved in human trafficking cases within Nairobi City County.

The questionnaire consisted of standardized questions, meaning that every participant was asked the same questions in the same order. This consistency was crucial for ensuring that the data collected were comparable across respondents, thereby allowing for reliable statistical analysis. The structured nature of the questionnaire also facilitated the collection of both subjective and objective data, enabling the study to capture a broad spectrum of insights from the police officers. Subjective data included participants' perceptions and attitudes toward the effectiveness of the police command structure, while objective data focused on measurable outcomes related to combating human trafficking. One of the key advantages of using questionnaires is their ability to protect the privacy of participants. Given the sensitive nature

of the topic, ensuring confidentiality was paramount. The anonymity provided by the questionnaires likely encouraged more honest and candid responses from the police officers, who might otherwise have been reluctant to share their views on potentially controversial issues.

3.6.2 Interview Guide

In addition to the structured questionnaires, the study employed an interview guide for collecting qualitative data. The interview guide was used in face-to-face interviews, as well as during phone calls or video conferences with selected respondents. The primary purpose of these interviews was to delve deeper into the participants' experiences and perspectives, which could not be fully captured through the structured questionnaires. Interviews have several advantages that complement the data collected through questionnaires. First, they typically achieve higher response rates, as participants are often more willing to engage in a conversation than to complete a written form. Second, interviews allow the researcher to exercise more control over the flow of the conversation, ensuring that all relevant topics are covered. Additionally, interviews provide the flexibility to introduce necessary changes or follow-up questions based on the respondents' answers, enabling a more nuanced exploration of the issues at hand.

The interview guide was designed to prompt detailed responses from participants, particularly regarding their experiences with the police command structure's role in combating human trafficking. This tool was especially useful for gathering in-depth insights from key stakeholders, such as police commanders and national government officers, whose perspectives are critical to understanding the operational dynamics within the police force.

3.7 Validity and Reliability

Research investigations and the data they collect are evaluated for quality using two fundamental ideas in research methodology: validity and reliability. Validity, as defined by Mugenda and Mugenda (2003), refers to the extent to which a data collection instrument accurately measures the concepts it is intended to measure. In the context of this study, which explores the role of the police command structure in combating human trafficking within Nairobi City County, validity was ensured by carefully designing the research instruments to capture all relevant aspects of the study's objectives. Content validity was a primary concern, given the study's specific objectives, which include assessing intra-departmental collaboration, the use of technology, and the effectiveness of police procedures in combating human trafficking. To ensure that the data collection tools—such as questionnaires, interviews, and observation guides—were comprehensive and aligned with these objectives, experts in the field of criminal justice and policing were consulted. Their feedback helped refine the instruments, ensuring that they adequately covered the concepts under investigation and minimized the risk of omitting crucial elements.

Reliability, on the other hand, refers to the consistency of the research findings over time and across various contexts. In this study, reliability was assessed by conducting a pilot study in a small section of Nairobi City County, which allowed for the testing of the research instruments before the full-scale study was conducted. The pilot study aimed to identify any inconsistencies or ambiguities in the data collection process, enabling adjustments to be made to improve the reliability of the instruments. For instance, if certain questions were found to yield inconsistent responses, they were rephrased or clarified to ensure that respondents would interpret them consistently. Moreover, reliability was further reinforced through the use of standardized procedures during data collection. All data collectors received the same training and instructions to reduce variations in how the instruments were administered. By

ensuring that the data collection process was uniform across different locations and respondents, the study sought to produce findings that are repeatable and consistent under similar circumstances.

3.8 Data Collection procedures

The data collection process in this study was meticulously planned and executed to ensure that ethical standards and legal requirements were upheld, while also maximizing the quality and reliability of the data gathered. The process began with seeking authorization from the NDU and NACOSTI, a critical step in ensuring that the research adhered to all ethical guidelines and legal regulations. This approval was necessary not only to gain access to the targeted population but also to establish the legitimacy of the research in the eyes of the participants, thereby fostering trust and encouraging participation. Once the necessary permissions were obtained, the researcher, with the assistance of a team of trained research assistants, administered the data collection tools to the selected respondents. The research assistants played a crucial role in facilitating the data collection process, especially in cases where respondents faced challenges with the language used in the questionnaires. This was particularly important in a study involving a diverse group of participants, including police officers, community leaders, and government officials, who might have varying levels of familiarity with the language of the questionnaire.

To accommodate the different needs and circumstances of the respondents, the data collection was conducted using both physical and online methods. For respondents who were accessible in person, the research assistants physically distributed the questionnaires and provided guidance where necessary. This face-to-face interaction was valuable in ensuring that the respondents fully understood the questions, thereby reducing the risk of misinterpretation and increasing the accuracy of the responses. For respondents who were not easily reachable in person, online platforms such as email were utilized to distribute the questionnaires. This

approach was particularly effective in reaching participants who were located in different areas or who had limited time to engage in the study due to their professional commitments. The use of electronic mailing systems not only extended the reach of the study but also provided a convenient and flexible option for respondents to complete the questionnaires at their own pace.

The research assistants were also available to provide support to respondents who accessed the questionnaires online. This support included clarifying any questions or concerns the respondents might have had and assisting them in navigating the electronic forms if needed. The dual approach of combining physical distribution with online methods ensured comprehensive coverage of the target population and minimized the potential for non-response or incomplete data. Throughout the data collection process, careful attention was paid to maintaining the confidentiality and anonymity of the respondents. This was crucial in a study dealing with sensitive issues such as human trafficking, where participants might be reluctant to share information if they feared that their identities could be exposed. The researcher and research assistants were trained to handle the data with the utmost care, ensuring that all responses were securely stored and only accessible to authorized personnel.

3.9 Data Processing and Analysis

The data processing and analysis phase of this study involved a comprehensive set of tasks to ensure that the information collected was accurately and efficiently managed, analyzed, and presented. The process began with data entry, which involved the systematic recording of all collected data into digital formats for further analysis. This was followed by data processing, which included cleaning, organizing, and structuring the data to prepare it for analysis.

Data management in this study encompassed a variety of activities, including data collection, storage, retrieval, and display. These activities were crucial for maintaining the integrity and

accessibility of the data throughout the research process. To safeguard the data, several security measures were implemented. This included encryption of digital files, restricting access to authorized personnel only, and employing other security protocols to protect against potential online threats. Ensuring data security was paramount, given the sensitive nature of the study and the ethical obligation to protect the participants' information.

For the qualitative data, particular attention was given to the accurate translation of verbatim remarks made in Kiswahili into English before analysis. This translation process was critical, as it ensured that the nuances and meanings inherent in the original language were preserved in the translated text. To enhance the accuracy of the translations, due diligence was employed through cross-checking with research assistants and language experts. This collaborative approach ensured that the interpretation of the qualitative data was both accurate and reliable.

The research data were obtained using various tools, including semi-structured questionnaires, interview transcripts, and video and voice recordings. After the fieldwork, the collected data were subjected to rigorous checks for completeness, consistency, and accuracy. These checks were vital for ensuring that the data were reliable and valid, thereby supporting the integrity of the research. The researcher meticulously documented all received questionnaires, which facilitated efficient data management and minimized the risk of data loss. This documentation process also demonstrated research integrity and provided a foundation for the validation of the research results.

For the analysis of quantitative data, descriptive statistics such as mean, standard deviation, and percentages were employed. These statistical methods provided a summary of the data, offering insights into the central tendencies and variability within the dataset. The coded data were analyzed using Statistical Package for the Social Sciences (SPSS), a widely recognized

tool for statistical analysis in social science research. SPSS enabled the researcher to perform both descriptive and inferential statistical analyses, including regression analysis, which was used to examine the relationships between variables and to make predictions based on the data.

The qualitative data were analyzed thematically, a method that involves identifying and interpreting patterns or themes within the data. This approach allowed the researcher to explore the deeper meanings and implications of the respondents' experiences and perspectives, particularly in relation to the police command structure and its role in combating human trafficking. The thematic analysis provided a rich, detailed account of the qualitative data, complementing the quantitative findings and offering a more comprehensive understanding of the research problem.

The results of the data analysis were presented using various visual aids, including pie charts, bar graphs, and tables. These tools were selected for their ability to effectively communicate the findings in a clear and accessible manner. Visual representations of the data not only facilitated the interpretation of the results but also made it easier for readers to grasp the key insights and trends emerging from the study.

3.10 Ethical Considerations

Ethical considerations were at the forefront of this study, ensuring that the research process was conducted with integrity, respect, and accountability. One of the primary ethical principles adhered to was the voluntary and informed participation of all respondents. Before any data collection commenced, respondents were fully informed about the objectives of the study, including any potentially sensitive or uncomfortable questions that might arise. This transparency allowed participants to make a conscious decision about their involvement in the research.

The study strictly sought the voluntary participation of respondents, emphasizing that their involvement was entirely at their discretion. No respondents under the age of 18 were included in the study, in compliance with ethical standards that protect minors from participating in research without appropriate consent and safeguards. Participants were provided with a detailed explanation of the study's aims and procedures through a covering letter attached to the research instruments. This letter ensured that respondents understood the purpose of the study, their rights as participants, and the measures in place to protect their confidentiality.

To uphold ethical standards, the study obtained necessary approvals and permissions from relevant authorities. Permission to conduct the research was sought from the National Defence University-Kenya, ensuring that the study met institutional requirements for ethical research. Additionally, authority to carry out the research was granted by the National Commission for Science, Technology, and Innovation (NACOSTI), which is responsible for overseeing research activities in Kenya. These approvals underscored the study's commitment to adhering to national and institutional ethical guidelines.

The confidentiality of the research data was a critical consideration throughout the study. All information provided by respondents was treated with the utmost confidentiality and was used solely for the purposes of this research. The researcher implemented robust data protection measures to ensure that personal information and responses were securely stored and inaccessible to unauthorized individuals. This commitment to confidentiality was clearly communicated to respondents, which helped to alleviate concerns about the potential misuse of their information and encouraged honest and open participation.

To minimize bias and reduce the fear of victimization, the study took deliberate steps to protect the identities of respondents, particularly given the sensitive nature of the research

topic, which involved security information. By assuring respondents of the confidentiality of their responses and the ethical handling of the data, the study mitigated the risks associated with participants fearing repercussions from sharing information. This ethical approach was crucial for obtaining accurate and truthful data, which is essential for the validity of the research findings.

The researcher was committed to the honest reporting of research findings and the integrity of the data collection process. This involved accurately representing the data collected without manipulation or misrepresentation to align with preconceived outcomes. The commitment to ethical reporting extended to the publication of research findings, where data and results were shared transparently, along with any tools or methodologies developed during the study. This openness not only contributes to the body of knowledge but also supports evidence-based policy-making and future research.

CHAPTER FOUR: FINDINGS AND DISCUSSION

4.1 Introduction

This chapter contains the findings obtained regarding the guiding objectives of this study. The goal of this study was to explore the role of the police command structure in combating human trafficking with the case study of Nairobi County in Kenya. This chapter begins with an overview of the demographic profiles of the respondents followed by a critical overview of the objectives of the study.

4.2 Demographic Profile of Respondents

The study examined different demographic parameters relating to the respondents of this study.

4.2.1 Gender of Respondents

One of these parameters is the gender of the respondents. This parameter was deemed necessary to allow the study to analyze any potential differences in perspectives between males and females concerning the combating of human trafficking. The outcomes of this assessment are presented in Table 1

Table 1: Gender of the respondents

Gender	Frequency	Percentage
Male	97	75.8%
Female	31	24.2%
	128	100.0%

Source: Study (2024)

The majority (75.8%) of the participants were male as showed in Table 4.1, while females comprised 24.2% of respondents. This large imbalance suggests a heavy male dominance within the police and community leader roles surveyed. Like in many other nations, men have

traditionally dominated the police Service in Kenya. The Kenya Police Service's male predominance has many causes, including historical events, cultural standards, and traditional beliefs. Although the Kenyan police force does not release gender-specific data, it is estimated that women presently only make approximately 11% of the country's 73,000 police officers. Nonetheless, the Kenyan constitution requires balance, with no gender making up more than two thirds of any government body (UN Women). This indicates likelihood that the captured perspectives lean more towards the viewpoints of one gender.

4.2.2 Age cohorts

The study also examined the age groups of the respondents as shown in Table 2. Different age groups may hold differing viewpoints or expertise levels in a domain, hence the need for measuring this parameter. Indeed, different levels of maturation have an impact on respondents' behavioral outcome and thus may influence a study finding. The study expected such insights in terms of combating trafficking, so segmenting by age was anticipated to provide more nuanced insights.

Table 2: Self-reported age cohorts of the respondents

Age Cohort	Frequency	Percentage
18-30 years	14	10.9%
31-45 years	59	46.1%
46-60 years	38	29.7%
Over 60 years	17	13.3%
	128	100.0%

Source: Study (2024)

The largest proportion (46.1%) was aged 31-45 years, followed by 46-60 years (29.7%). The youngest cohort of 18-30 years comprised only 10.9% of the sample. Those over 60 years made up 13.3%. This suggests most perspectives came from mid to later career professionals,

with limited youth representation. The organizational structure of police departments is frequently pictured as a pyramid, with fewer officers at the top and more at the base. This explains the variation in percentage as indicated in the table of findings.

The organizational structure of police departments is usually hierarchical. The organization's hierarchical structure is intended to provide distinct lines of responsibility, authority, and decision-making. There are a number of reasons why there are more police officers at the bottom of the police service pyramid and fewer at the top, including operational needs within law enforcement agencies, promotion procedures, specialization requirements, hierarchical structures, and span of control considerations.

4.2.3 Roles of the respondents

The study also captured the specific roles of each respondent, which informed by the idea that their vantage points could shape their responses and perspectives concerning human trafficking. The outcome of this inquiry is presented in Table 3.

Table 3: Categories of roles under which the respondents serve.

Role	Frequency	Percentage
Community leader	28	21.9%
National government officer (chief/sub-chief)	5	3.9%
Police commander	14	10.9%
Kenya police officer	27	21.1%
Administration police officer	29	22.7%
Directorate of Criminal Investigations (DCI) officer	25	19.5%
Total	128	100.0%

Source: Study (2024)

Most of the respondents (85.1%) were police officers from various units including Kenya Police, Administration Police, and the Directorate of Criminal Investigations. The police

officers held different ranks including constable, sergeant, inspector, superintendent, and commandant. The remaining respondents (14.9%) were community leaders occupying diverse roles such as chiefs/sub-chiefs, local elders, religious leaders, women's leaders, and youth leaders. This distribution suggests perspectives largely emerged from law enforcement personnel directly involved in trafficking issues, supplemented by viewpoints from influential community figures.

4.2.4 Ranks of the respondents

The study delved further into this inquiry by examining whether the respondents were broadly within the categories of police officers or community leaders as showed in Table 4. On the one hand, higher ranking officers may have more knowledge regarding structural procedures, leadership prioritization and resource allocation pertinent to several questionnaire themes. On the other hand, for respondents that are community leaders, it is relevant to understand if they serve at higher village/chief levels with wider jurisdiction vs. lower local group leadership roles. The scope of their role shapes the breadth of their interactions with law enforcement on trafficking issues as well as the authority they wield to enable or affect policy changes.

Table 4: Ranks of the police officers and community leaders participating in the study.

	Rank	Frequency	Percentage
Police Officers	Constable	41	43.2%
	Sergeant	34	35.8%
	Inspector	11	11.6%
	Superintendent	5	5.3%
	Commanders	4	4.2%
	Total	95	100.0%
Community Leaders	Chief & sub-chief	11	33.3%
	Local elders	4	12.1%

	Religious leaders	7	21.2%
	Women's leaders	6	18.2%
	Youth leaders	5	15.2%
	Total	33	100.0%

Source: Study (2024)

Among police, the largest proportion were constables (43.2%), followed by sergeants (35.8%), then inspectors (11.6%), superintendents (5.3%) and commanders (4.2%). For community leaders, chiefs/sub-chiefs comprised the greatest share (33.3%), followed by religious leaders (21.2%), then women's leaders (18.2%), youth leaders (15.2%), and local elders (12.1%). This breakdown shows most police perspectives came from lower to mid-tier ranks, while community views represented administrative as well as socio-cultural leadership.

The Kenyan National Police Service is organized into several ranks that indicate the organizational hierarchy. This hierarchical fashion resembles a pyramid and often called a "funnel." The number of officers rises as you go down the hierarchy, forming a larger base that resembles a funnel. In a descending order, at the top of the pyramid is the Inspector General, Deputy Inspector Generals, Senior Assistant Inspector General, Assistant Inspector General, Commissioner of police, Senior Superintendent, Superintendant, Assistant Superintendant, Chief Inspector, Inspector, Senior Sergeant, Sergeant, Corporal Constable. The number of officers rises as one descends the hierarchy, forming a base that is larger and more funnel-shaped. This explains descending percentage of responses as the ranks goes higher to the senior command of the police structure.

4.2.5 Tenure of service

The last demographic parameter captured in the study concerns the length of tenure of the respondents in their respective roles as showed in Table 5. This parameter indicates the level of experience a respondent has in their position, which informs the depth of their opinions.

Newer officers may have differing, albeit more informed viewpoints from veterans regarding anti-trafficking efforts and procedures.

Table 5: The length of experience in the respondent’s role

Years of Experience in the role	Frequency	Percentage
0-5 years	6	4.7%
6-10 years	45	35.2%
11-20 years	56	43.8%
Over 20 years	21	16.4%
Total	128	100.0%

Source: Study (2024)

The largest share (43.8%) had 11-20 years of experience, followed by 35.2% with 6-10 years of experience. A smaller portion had over 20 years (16.4%) or 0-5 years (4.7%). This suggests that most perspectives were from professionals with moderate to significant experience in their roles, rather than new recruits or veterans.

The corresponding high percentage in depth of experience to the number of years of the respondents can be explained through the provision of human resource management policy of the National Police Service. The policy describes the rules and processes that apply to hiring, educating, promoting, disciplining, deployment and managing police officers as a whole inside the Service. In order to maintain a fresh perspective on their work and to prevent complacency, police personnel usually rotate between several tasks and places. Experience is a key factor in determining an officer's abilities, expertise, and general efficacy in upholding law and order throughout the nation.

4.3 The role of police procedures in combating trafficking.

The first objective of this study was to examine the role of police procedures in combating human trafficking. To this end, respondents were provided with several research questions aimed at assessing their opinions and experiences regarding the presence and effectiveness of

standard operating procedures (SOPs) and chains of command within the police force specifically dedicated to investigating human trafficking crimes. Figure 1 illustrates the respondents' views on the existence and clarity of SOPs and command structures within the police force concerning human trafficking investigations.

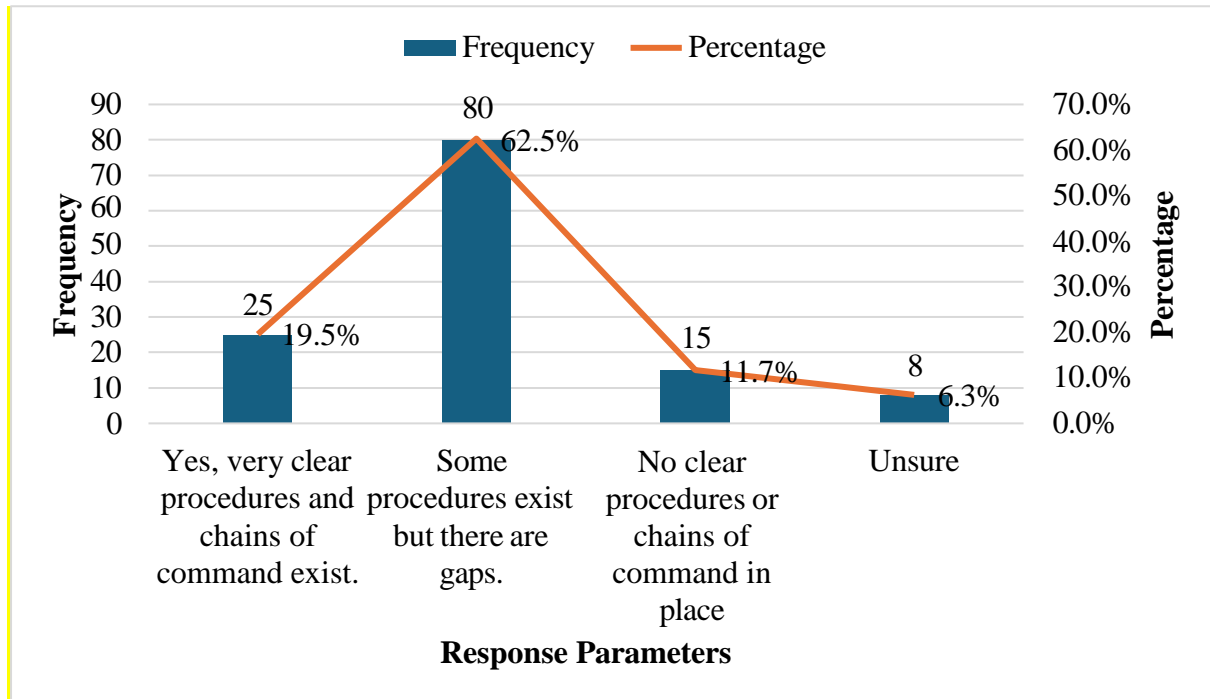


Figure 1: Existence of command structures

The majority of respondents (62.5%) indicated that while some procedures exist, there are notable gaps that hinder their full effectiveness. This suggests that although the police force has instituted certain protocols and command hierarchies, these are not comprehensive or sufficiently robust to address the complexities of human trafficking cases. A smaller proportion, 19.53%, affirmed that very clear procedures and chains of command are in place, indicating that a segment of the police force operates under well-defined guidelines. However, this percentage underscores a limitation in consistency across the force, as nearly 12% of respondents believe that no clear procedures or command structures exist, and 6.25% are unsure, pointing to ambiguity and possible confusion within the ranks.

The findings of this study resonate with existing literature on the importance of clear protocols and command structures in law enforcement. According to Robert (1995), effective law enforcement requires a meticulous understanding of the unique requirements and circumstances of each operational group. He emphasizes that clear SOPs are crucial in ensuring that law enforcement agencies function effectively and efficiently, supporting the rule of law, maintaining public safety, and preserving order. When commands are unclear or inadequately communicated, police effectiveness may suffer, leading to insufficiently performed activities and compromised operational outcomes.

The relatively high percentage (62.5%) of respondents who acknowledge gaps in the existing procedures may be linked to the recent restructuring of the police command by the Inspector General under Section 10(f-h), which aimed to realign the National Police Command to better reflect societal dynamics. This restructuring aligns with Institutional Theory, which posits that existing laws, customs, and norms significantly influence individual and collective behavior within a community. Andriele et al., (2017) argue that Institutional Theory helps to understand how social structures impact behavior, particularly within organizational frameworks like the police force. The theory suggests that while formal structures and protocols are crucial, they must be regularly updated to align with changing social contexts to remain effective.

Supporting these findings, Linturi & Muna (2021) conducted a study on "Command restructuring and performance among police officers in Lamu County, Kenya," which revealed similar concerns. Their research indicated that police officers often receive confusing instructions due to poorly defined command structures, leading to operational inefficiencies. Furthermore, the study highlighted that the police force's leadership structure significantly impacts officer morale, with officers feeling more empowered when involved in

decision-making processes related to their roles. This involvement not only enhances their sense of agency but also improves their effectiveness in carrying out their duties.

This investigation into the existence and clarity of SOPs within the police command structure underscores the critical need for continuous evaluation and improvement. As law enforcement agencies like the National Police Service (NPS) of Kenya evolve to meet emerging challenges, particularly in complex areas like human trafficking, the findings suggest that SOPs and command chains must be more than just procedural; they must be dynamic and adaptable. Officers on the ground need clear, actionable directives that are consistently communicated across all ranks. This is particularly relevant in a field as sensitive and intricate as human trafficking, where lapses in procedure can have significant repercussions on the lives of victims and the success of investigations. Moreover, the emphasis on Institutional Theory suggests that beyond the written protocols, there is an essential need to align police procedures with the socio-cultural realities of the communities they serve. This alignment requires a deep understanding of local dynamics, the involvement of officers in the creation and adjustment of SOPs, and an ongoing commitment to training and capacity-building.

The majority of respondents (62.50%) think that while certain procedures are in place, there are still notable gaps. Those who believe gaps exist often attribute them to perceived confusion caused by the command structure. This is consistent with findings by Gaile (2018), who discovered that an effective command structure not only enhances authority but also minimizes confusion. When information is not swiftly or effectively implemented within the command structure, it can lead to uncertainty and, consequently, become a significant contributing factor to insecurity.

The study also sought to determine whether intelligence coordination gaps exist within the National Police Service (NPS) that need to be addressed through enhanced protocols and leadership priorities. To gather insights on this aspect, respondents were asked a series of structured questions, as presented in Table 6.

Table 6: Intelligence sharing on human trafficking information.

Response	Frequency	Percentage
Seamless information sharing	13	10.2%
Adequate information sharing	43	33.6%
Information sharing exists but significant gaps remain.	67	52.3%
Very limited information sharing occurring.	11	8.6%
No information sharing.	7	5.5%

Source: Study (2024)

Most respondents (46.88%) believe that while information sharing exists, there are significant gaps that undermine its effectiveness. Another 31.25% of respondents believe that adequate information sharing is taking place, yet the lower figure compared to the majority indicates a need for further refinement. A smaller proportion, 9.38%, believes that seamless information sharing is occurring, pointing to successful cases of interagency collaboration. However, 7.81% of respondents feel that very limited information sharing is happening, and 4.69% believe that no information sharing is occurring at all. These varied perceptions highlight a critical area for improvement within the NPS, especially regarding the handling of trafficking cases.

The results suggest that while some information sharing is occurring, significant gaps need to be addressed to ensure the police force's effectiveness in combating human trafficking. These gaps could be attributed to several factors, including inadequate communication between different units, the lack of standardized procedures for information sharing, and insufficient technological investment to facilitate efficient and secure data exchange. Improving these

areas could lead to better coordination and ultimately, more successful interventions against human trafficking.

The importance of information sharing in law enforcement cannot be overstated. It is essential for improving public safety, preventing crimes, and fostering productive cooperation between various police agencies. Chan et al. (2022) argue that since the events of 9/11, information sharing has become a top priority for security organizations globally. However, previous studies have identified numerous obstacles to effective information sharing between agencies, including technological advancements that are not uniformly adopted, interagency competition, mistrust, and legal or regulatory restrictions. These findings are reflected in the study, where 46.88% of respondents indicated that while information sharing exists, significant gaps remain—potentially due to these very issues.

For law enforcement agencies to enhance their overall capabilities, prevent crimes, and promote public safety, effective information sharing is paramount. Despite some progress, as indicated by the 9.38% of respondents who believe that seamless information sharing is occurring, the study also shows that 7.81% of respondents think that information sharing is very limited. This is consistent with the findings of Linturi & Muna (2021), who observed that a majority of respondents in their study agreed that information was flowing slowly among security agencies, hampering effective responses.

Moreover, Sparrow (1993) highlights that policing is fundamentally an information-driven activity. The type and quality of information retained or omitted within a police department's systems can reveal its priorities and operational focus. Effective information management not only enhances the performance and efficacy of policing services but also facilitates better information exchange between law enforcement personnel and other agencies. For the National Police Service of Kenya, optimizing the advantages of shared intelligence while

addressing privacy and legal concerns will require leveraging technology, establishing clear protocols, and fostering a culture of collaboration.

Additionally, the role of training in combating human trafficking cannot be overlooked. Training specific to human trafficking cases is crucial for the successful identification, investigation, and prevention of these crimes. Continuous training and capacity-building for officers and leaders will further strengthen the NPS’s ability to tackle human trafficking effectively, ensuring that the gaps identified in this study are progressively closed.

The study also sought to evaluate whether the key respondents had received the requisite training specifically aimed at combating human trafficking. This aspect of the study was crucial in identifying potential training inadequacies and institutional gaps that might need to be addressed to enhance the effectiveness of the police force in dealing with such crimes. The outcomes of this evaluation are depicted in Figure 2.

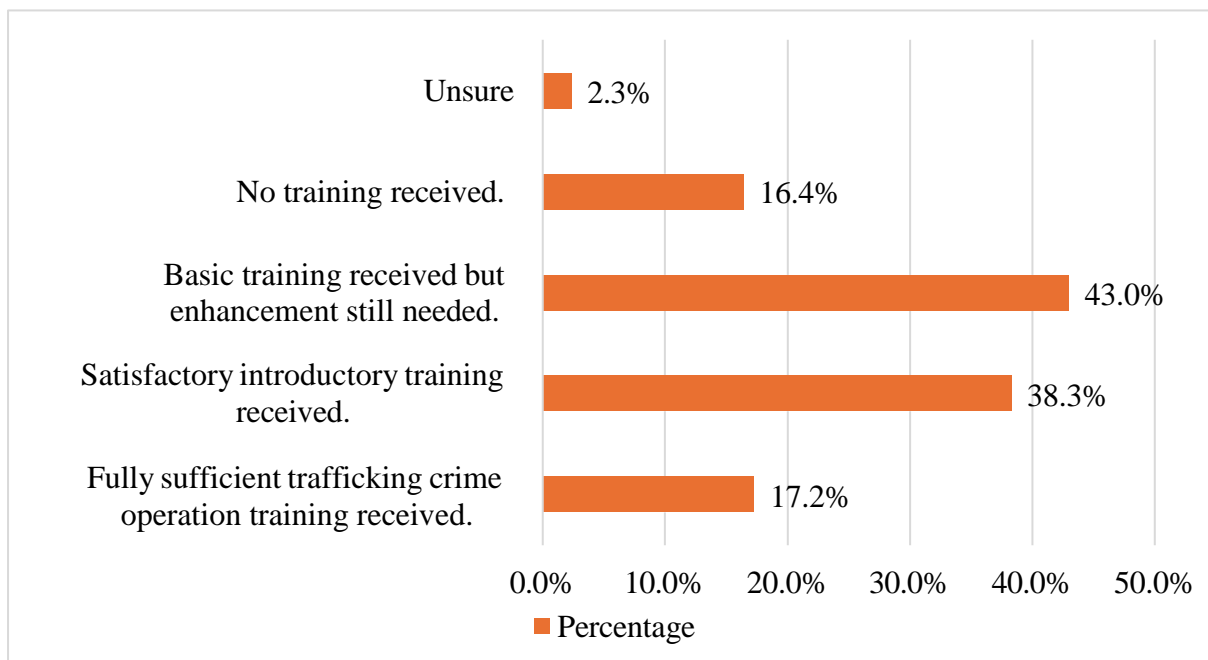


Figure 2: Feedback about trafficking-specific training for police officers

Source: Study (2024)

The results indicated a range of perspectives among the respondents regarding the training they had received. A significant proportion, 39.06%, believed that while they had undergone basic training, there was a clear need for enhancement. This sentiment reflects the understanding that foundational training alone is insufficient for the complexities of investigating human trafficking cases, which often require a nuanced approach, understanding of victim psychology, and knowledge of international trafficking networks.

Another 35.16% of respondents felt that they had received satisfactory introductory training. However, this group likely recognizes that introductory training, while helpful, does not equip them with the advanced skills needed for more complex investigations. Only a small percentage, 15.62%, believed that they had received fully sufficient training. This minority indicates that there are officers who have had access to more comprehensive training programs, perhaps through specialized courses or workshops, which better prepared them for their roles in combating trafficking.

A concerning aspect of the findings is that 7.81% of respondents indicated that they had received no training related to human trafficking. This lack of training poses a significant risk to the effectiveness of anti-trafficking efforts, as untrained officers may be ill-equipped to recognize the signs of trafficking or understand the appropriate procedures for investigation and victim support. Additionally, 2.34% of respondents were unsure about whether they had received any such training, which further underscores the need for clarity and consistency in training programs.

These results suggest a critical need for more comprehensive and advanced training on trafficking investigation operations for police officers in Kenya. While some level of training is currently being provided, it is evidently not sufficient to meet the complex needs of officers working on the ground. To bridge this gap, there is a need for not only advanced training

programs but also ongoing refresher courses that keep officers updated on the latest techniques, legal frameworks, and international best practices in combating human trafficking.

The findings align with the principles of Institutional Theory, which sheds light on how the police command structure adopts specific structures, practices, and norms aimed at addressing societal issues like human trafficking. According to this theory, the effectiveness of police structures in combating trafficking is partly determined by their ability to adapt and conform to societal expectations and norms regarding this crime. By embracing a more robust training regimen, police institutions can better align themselves with these expectations, thereby enhancing their effectiveness in addressing human trafficking.

Furthermore, the application of Institutional Theory helps to illuminate the broader context in which police training and command structures operate. It emphasizes the importance of not just adopting formal procedures and training programs but also ensuring that these are effectively implemented and continuously updated in response to evolving societal norms and the changing landscape of human trafficking. In this way, the police force can more effectively fulfill its role in safeguarding the public and ensuring justice for victims of trafficking..

The study also examined the effectiveness of police officers in identifying and investigating potential trafficking cases in Nairobi County, as illustrated in Figure 3. This inquiry aimed to provide a metric-driven perspective on the prevailing effectiveness of anti-trafficking efforts among police officers in the region, shedding light on the capabilities and challenges faced by law enforcement in addressing this critical issue.

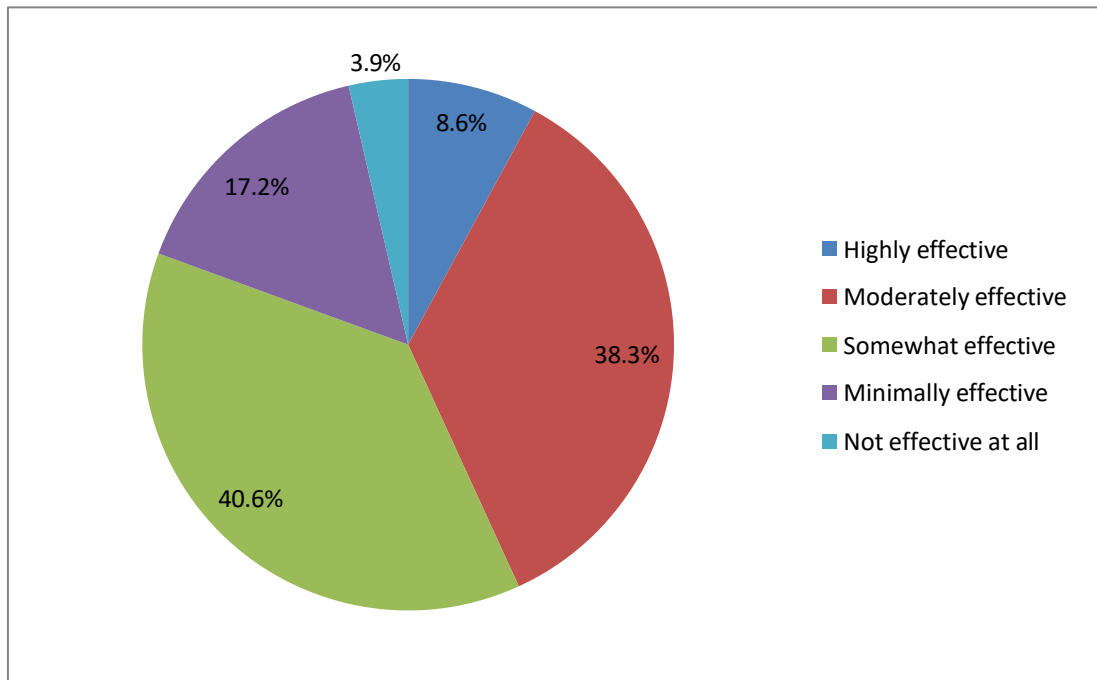


Figure 3: Effectiveness of police officers in handling potential trafficking cases

Source: Study (2024)

The findings reveal that a significant majority of respondents (72.67%) consider the police response to be somewhat or moderately effective in handling human trafficking cases. This suggests that while there is recognition of the efforts made by police officers, there is also an acknowledgement that their effectiveness could be further enhanced. The response of these officers may be hindered by factors such as resource limitations, lack of specialized training, or systemic challenges within the policing framework.

A smaller proportion of respondents (19.53%) view the police's effectiveness as highly or minimally effective. This group likely reflects those who have either witnessed successful interventions or, conversely, have encountered instances where the police response fell short of expectations. Such divergent views within the same cohort highlight the variability in the experiences and perceptions of law enforcement efficacy.

Notably, a small percentage of respondents (3.91%) perceive the police efforts as ineffective. This minority represents a critical concern, as it points to instances where the police may have been unable to prevent or properly address human trafficking cases. This perception could be driven by factors such as inadequate reporting mechanisms, insufficient investigative follow-through, or even corruption, which may undermine the overall effectiveness of anti-trafficking efforts in the region.

The prevailing effectiveness of police officers in combating human trafficking in Nairobi County can be linked to how the issue is positioned within the broader strategic priorities of the police force. To explore this further, the study also examined whether the fight against human trafficking was deemed or considered a strategic priority among officers, as depicted in Figure 4. The priority level assigned to an initiative within a police department often determines the allocation of essential resources, leadership support, and overall focus dedicated to it.

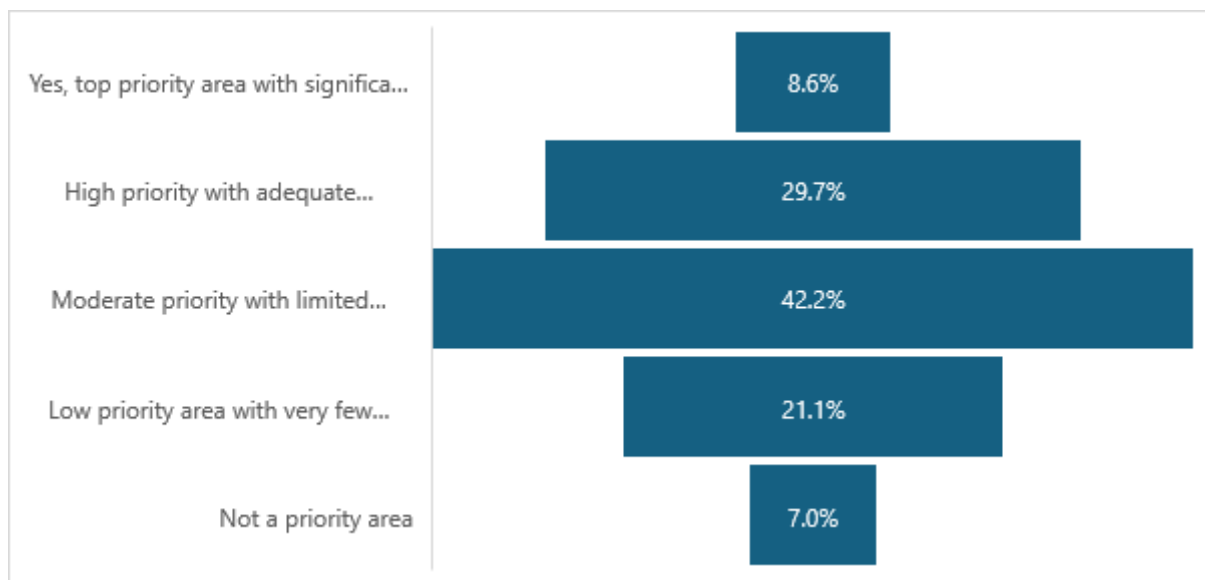


Figure 4: Respondents attitude towards strategic positioning of the fight against human trafficking.

Source: Study (2024)

The results show that most respondents (64.40%) believe that combating human trafficking is either a high priority with adequate resources (27.34%) or a moderate priority with limited resources (39.06%). This suggests that a substantial portion of the police force recognises the importance of addressing human trafficking, yet there is a clear indication that resource constraints are as significant barrier. When an issue is considered a strategic priority, it typically receives the necessary backing from leadership, which includes sufficient funding, manpower, and training resources to ensure effective enforcement and intervention.

However, a sizeable minority (19.53%) feel that human trafficking is considered a low priority within the police force, with very few resources allocated to combat it. This perception could stem from a lack of visible commitment from higher-ups, inadequate resource allocation, or competing priorities that overshadow the fight against trafficking. Furthermore, a small group (6.25%) of respondents does not consider it a priority. This stark minority view raises concerns about the overall commitment of some sections of the police force to addressing human trafficking, potentially undermining collective efforts to combat this crime.

These observations raise important questions about whether resource allocation aligns with the perceived priority of tackling human trafficking. If the fight against trafficking is to be truly effective, it must not only be recognized as a priority by the police force but also be matched with the necessary resources and strategic planning. The disparity between recognizing the importance of the issue and the actual resources dedicated to it suggests a need for advocacy efforts aimed at elevating the fight against human trafficking on the police agenda. Such advocacy could focus on securing greater resource commitments, ensuring adequate training, and fostering a more consistent and effective response across the board.

4.4 The use of technology to combat human trafficking.

The second objective of this study was to examine the utilization of technology within the police command structure in combating human trafficking. Technology has played a complex and multifaceted role in this context, both as an enabler for traffickers and as a crucial support tool for law enforcement agencies around the globe. The duality of technology's impact on human trafficking is evident in its capacity to be exploited by traffickers, who use digital platforms to deceive and manipulate victims, while also offering powerful tools for enforcement agencies to track, prevent, and dismantle trafficking networks.

According to the UN Office on Drugs and Crime (UNODC), human traffickers often abuse technology by tricking people with fake promises online, exploiting vulnerable individuals for profit. There have been numerous cases where traffickers have used social media, websites, and other online platforms to lure victims through fraudulent job offers, fake romantic relationships, or other deceptive means. Once under their control, traffickers further exploit these individuals by selling explicit photos and videos online, thereby promoting sexual trafficking and perpetuating the cycle of abuse. This underscores the critical importance of enforcement agencies harnessing the power of technology to counteract these crimes and protect potential victims.

To evaluate the current state of technology use within Nairobi County's police force, the study presented respondents with several inquiries regarding the use (or lack thereof) of technology in combating trafficking. These inquiries were designed to elicit insights into the extent to which police officers utilize technological tools and systems in their efforts to investigate and handle potential trafficking cases in the county. The findings from these inquiries are displayed in Table 7, which reflects the respondents' perceptions of the technological capabilities available to law enforcement in Nairobi County. This examination

was anticipated to highlight any existing gaps or shortcomings that may impede the successful combat of this heinous crime.

Table 7: The use of technology in combating human trafficking in Nairobi County

Response	Frequency	Percentage
Yes, a wide range of advanced tools are utilized.	20	15.63%
Some basic tech tools are in place.	75	58.59%
Very limited tools utilized.	25	19.53%
No tech tools utilized.	8	6.25%

Source: Study (2024)

The data reveal that the majority of respondents (74.22%) believe that some forms of technology-enabled tools are utilized by the police force for investigating potential trafficking crimes. However, the responses indicate considerable variability in the level of sophistication of these tools. Only 15.63% of respondents believe that a wide range of advanced technological tools is being utilized, which suggests that cutting-edge technology, such as advanced data analytics, artificial intelligence, and digital forensics, may not be widely available or deployed across the force.

A significant portion of respondents (58.59%) reported the use of basic tech tools, such as standard databases, communication systems, and possibly basic surveillance equipment. While these tools can be helpful, they may not provide the depth of analysis or the speed of response necessary to effectively combat highly organized and technologically adept trafficking networks. This highlights a potential need for further investment in and expansion of technological capabilities, particularly in areas such as real-time data sharing, automated threat detection, and enhanced cyber-surveillance systems, which could greatly improve the efficiency and effectiveness of investigations.

The presence of a substantial minority (19.53%) who reported that very limited tools are being utilized—and an additional 6.25% who stated that no technological tools are used at all—raises significant concerns about disparities in resource allocation and access to technology across different units or investigative teams. This disparity could be due to various factors, including budget constraints, lack of training, or differing priorities within the command structure. Such inequalities in technological access could undermine the overall effectiveness of anti-trafficking efforts, leading to inconsistencies in the investigation and prosecution of trafficking cases.

Addressing these disparities and ensuring equitable access to relevant technology across all units and teams within the police force is crucial for improving investigative efficiency and effectiveness. This may involve not only increasing funding for technological resources but also implementing comprehensive training programs to ensure that all officers are proficient in using advanced tools and that these tools are uniformly available throughout the force. Moreover, fostering a culture of continuous technological adaptation and innovation within the police command structure could further enhance the force's ability to respond swiftly and effectively to human trafficking incidents.

Although the adoption of technology in combating human trafficking is crucial, it necessitates proper training to ensure its effective integration and utilization. Without adequate training, the use and mastery of policing technology can lag, resulting in slow adoption rates among police officers and potential inefficiencies in tackling trafficking cases. The successful implementation of technology within law enforcement hinges not only on the availability of advanced tools but also on the capacity of officers to effectively operate and leverage these tools in their daily work.

This study also examined whether police officers received the essential training required to effectively use technology tools in combating human trafficking, as shown in Figure 5. This evaluation was designed to assess whether the current training programs are sufficient to meet the demands of modern policing, particularly in the context of addressing complex crimes such as human trafficking.

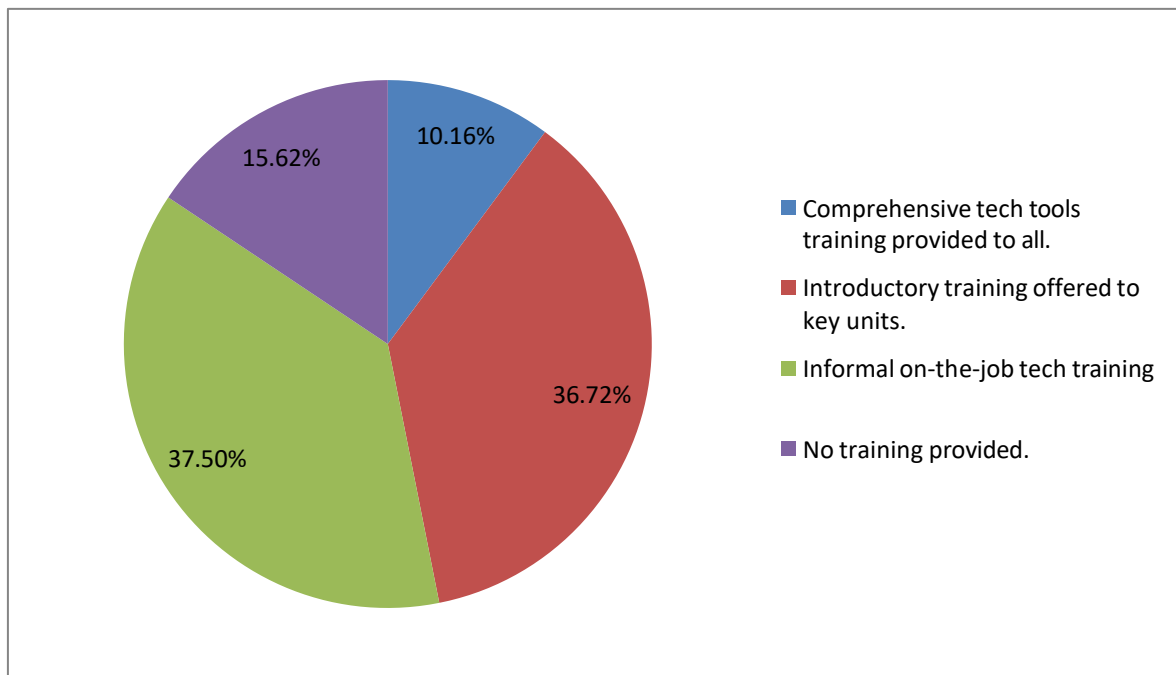


Figure 5: The availability of training for use of tech tools in combating trafficking

Source: Study (2024)

The data reveal that the availability and quality of training in the use of technology tools for combating trafficking vary significantly among police officers. Only a small proportion of respondents (11.72%) reported receiving comprehensive training, which indicates a potential gap in equipping all officers with the necessary skills to effectively utilize the available technology. Comprehensive training is essential for ensuring that officers can fully exploit the capabilities of advanced tools, such as data analysis software, digital surveillance

systems, and cyber forensics techniques, which are increasingly important in modern law enforcement.

While 36.72% of respondents indicated that they had received introductory training, this type of training, although beneficial, may not be sufficient for the entire force to effectively utilize advanced technology to its full potential. Introductory training typically covers the basics of technology use but may lack the depth and rigor needed to address more sophisticated applications of these tools in complex investigations. As such, there is a risk that officers may not be fully prepared to handle the technical challenges they encounter in the field, potentially compromising the effectiveness of anti-trafficking efforts.

A sizeable portion of respondents (37.50%) reported relying on informal on-the-job training to acquire the necessary technological skills. While on-the-job training can be valuable in providing practical, hands-on experience, it is often inconsistent and heavily dependent on individual initiative or access to mentors. This reliance on informal training can result in significant knowledge gaps and an uneven application of technology across different units or teams. Officers who do not receive structured, formal training may be less confident in their ability to use advanced tools, which could limit the overall effectiveness of the police force in combating trafficking.

The presence of a considerable number of officers (15.63%) who reported receiving no training at all in the use of technology tools further amplifies the need for a more structured and standardized approach to equipping all officers with the relevant skills. This lack of training could leave a substantial portion of the police force ill-prepared to engage with the technological aspects of modern policing, creating vulnerabilities in the force's ability to respond to and investigate trafficking cases effectively.

To address these issues, it would be beneficial to implement comprehensive training programs that are designed to cover all aspects of technology use in policing. These programs should be mandatory for all officers and include both initial training for new recruits and ongoing refresher courses for more experienced officers. Additionally, tailored training sessions focusing on specific technology tools and their applications in human trafficking investigations could help ensure that all officers are equipped with the specialized knowledge they need to succeed in their roles. By prioritizing and standardizing training, the police force can enhance its capacity to leverage technology in the fight against human trafficking, thereby improving investigative outcomes and overall public safety.

The study conducted a thorough examination of the various technological tools employed by police officers in Nairobi County for their anti-human trafficking initiatives, as illustrated in Figure 6. Respondents were asked to indicate the presence or absence of specific tools in police operations, allowing for a comprehensive overview of the technological landscape. This inquiry was designed to provide a deeper understanding of how technology is integrated into and relied upon by police officers in their efforts to combat human trafficking. The author recognized the importance of clearly identifying the specific technological tools and technical capabilities available to anti-trafficking police officers, as these resources play a crucial role in enhancing their ability to deliver effective results in this challenging field.

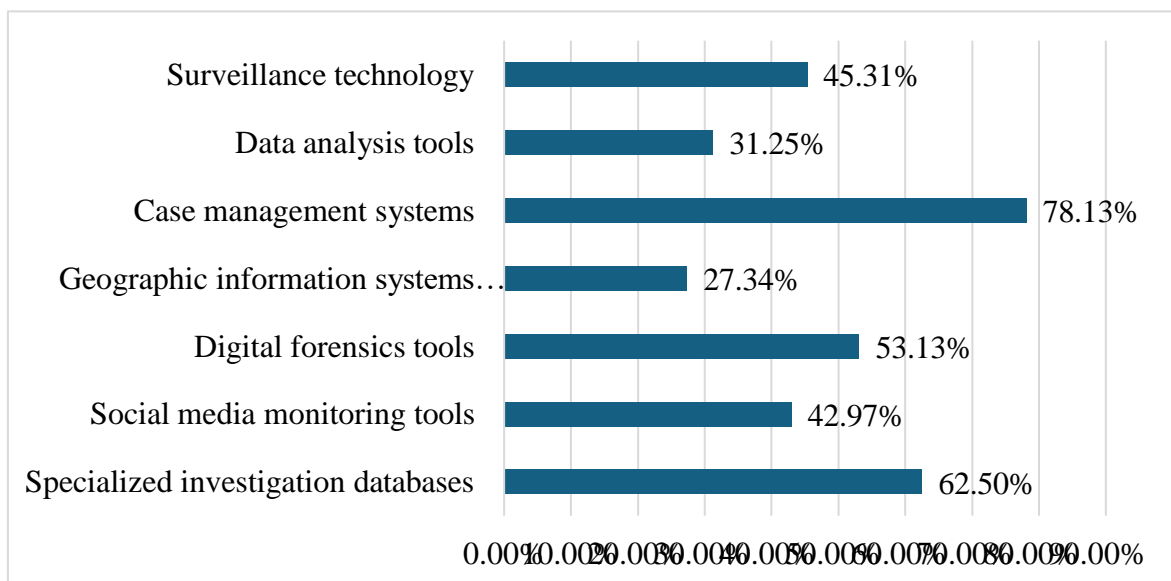


Figure 6: Technological tools used by police officers in anti-trafficking campaigns.

Source: Study (2024)

The findings revealed a unanimous consensus among all respondents regarding the widespread use of case management systems in the fight against human trafficking. This universal adoption underscores the critical role these systems play in organizing and managing the complex information associated with trafficking cases. Additionally, approximately 80% of respondents emphasized the utilization of specialized investigation databases, highlighting their significance in supporting anti-trafficking efforts. This observation suggests a strong focus on systematically organizing case-related information and leveraging purpose-built databases to enhance the efficacy of investigations.

Digital forensics tools were reported to be in use by 68% of respondents, indicating a substantial capacity for handling and analyzing digital evidence in trafficking cases. These tools are particularly valuable in an era where digital communications and transactions often play a role in trafficking operations. However, it's worth noting that a significant portion (32%) of respondents indicated a lack of access to these tools, potentially creating a bottleneck in some investigations where digital evidence is crucial.

The study also revealed moderate adoption rates for social media monitoring tools (43%) and data analysis tools (31%). This suggests that some law enforcement units are leveraging technology for online investigations and intelligence gathering, recognizing the increasing role of social media and big data in tracking and preventing trafficking activities. However, the fact that a substantial number of respondents (57% and 69%, respectively) reported lacking these capabilities points to significant gaps in the utilization of these valuable resources. This disparity could potentially impact the ability of some units to effectively monitor online trafficking activities or analyze large datasets for patterns and leads.

Geographical information systems (GIS) for case mapping (27%) and surveillance technology (42%) showed the lowest adoption rates among the technological tools surveyed. This finding indicates a potential underutilization of these sophisticated tools, which could significantly enhance the visualization of trafficking patterns, tracking of movements, and gathering of evidence. The limited use of GIS and surveillance technology suggests an opportunity for improvement in investigation efficiency and effectiveness, as these tools can provide valuable insights into the geographical aspects of trafficking operations and aid in real-time monitoring of suspicious activities.

The varying adoption rates of different technologies highlight the complex landscape of technological integration in anti-trafficking efforts within Nairobi County. While some tools, like case management systems, are universally adopted, others face barriers to implementation. These disparities may be due to factors such as budget constraints, training requirements, or policy limitations, and addressing these issues could lead to more comprehensive and effective use of technology in combating human trafficking.

The availability of technology does not necessarily translate into efficiency. The integration of these tools not only enhances operational efficiency but also boosts officers' productivity

by streamlining workflows. This improved efficiency can lead to faster response times and more effective investigations in human trafficking cases. The study assessed the interoperability of the reported tools for efficient cross-department flow of information as shown in Figure 7, recognizing that seamless information sharing is crucial in combating complex, often cross-jurisdictional crimes like human trafficking.

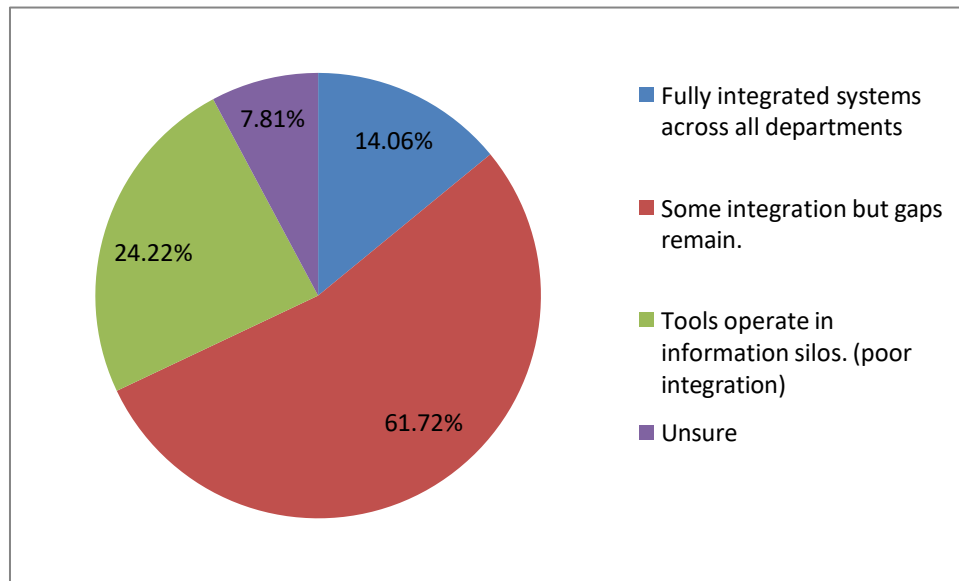


Figure 7: Integration of technologies for aiding anti-trafficking efforts.

Source: Study (2024)

Most respondents (61.72%) believe there is some level of integration between tech tools and databases across the police structure, though with remaining gaps. This suggests progress towards sharing information and collaboration, but also highlights areas for improvement. The existence of partial integration indicates that while efforts have been made to connect various technological systems, there may still be challenges in achieving full interoperability. These challenges could stem from technical incompatibilities, procedural differences, or resource limitations.

While a smaller proportion (14.06%) perceive full integration across all departments, this may not necessarily reflect complete seamlessness and efficiency of information flow. It's

crucial to investigate the nature and limitations of existing integration mechanisms. The perception of full integration by this group could indicate either advanced technological implementation in certain units or potentially a lack of awareness about existing gaps in the system.

A notable concern arose from the 23.44% who report tools operating in information silos, indicating potentially isolated use within specific units or departments. This could hamper comprehensive investigations and cross-departmental cooperation, potentially hindering overall effectiveness in tackling trafficking. Information silos can lead to duplication of efforts, missed connections between cases, and slower response times to emerging trafficking threats.

The presence of respondents who are unsure (7.81%) points to a potential lack of transparency or awareness about the level of integration, suggesting a need for better communication and knowledge sharing within the police force regarding technology utilization. This uncertainty could stem from insufficient training on available technologies, limited access to certain systems, or a lack of clear protocols for inter-departmental information sharing. Addressing this knowledge gap could be crucial in maximizing the potential of existing technological resources in the fight against human trafficking..

The availability of different technology tools does not imply automatic efficiency and productivity for police officers, especially if those tools are not properly utilized or integrated into existing workflows. The study examined the opinions of the respondents on whether the tools had improved the efficiency of anti-trafficking police as shown in Table 8, providing insights into the perceived impact of technology on operational effectiveness.

Table 8: Effectiveness of technology on efficiency of anti-trafficking by police

Response	Frequency	Percentage
Greatly improved effectiveness	27	21.08%
Moderately improved effectiveness	52	40.63%
Marginally improved effectiveness	36	28.13%
No perceived improvement / negative impact	13	10.16%
Total	128	100.00%

Source: Study (2024)

Most respondents (66.41%) perceive some level of improvement in police anti-trafficking efforts due to technology tools. This majority view suggests that technological integration has had a positive impact on operations, though to varying degrees. While 23.44% believe in a significant impact ("greatly improved"), indicating substantial benefits from technology adoption, a similar proportion see only marginal advancements. This distribution of responses suggests that technology has contributed to the effectiveness of anti-trafficking efforts, but its full potential may not be fully realized yet. The variation in perceived improvement could be attributed to factors such as differences in tool implementation, training adequacy, or the specific nature of anti-trafficking operations across different units.

The presence of respondents who see no improvement or even a negative impact (10.16%) raises concerns about potential issues with tool utilization, resource allocation, or training needs. This group's perspective is particularly important as it highlights areas where technology implementation may be falling short or potentially hindering operations. Investigating the reasons behind these perceptions could provide valuable insights for addressing specific challenges and maximizing the positive impact of technology. It may reveal issues such as inadequate training, poorly designed user interfaces, or misalignment between technological capabilities and operational needs.

Shymko & Kalchenko (2023) point out that the employment of technological tools and information technology has grown in significance in the battle against human trafficking. This growth reflects the increasing complexity of trafficking operations and the need for sophisticated tools to combat them effectively. Equally, law enforcement authorities and non-governmental groups may now identify, look into, and prosecute traffickers while also helping victims of trafficking thanks to these technologies. The multi-faceted application of technology in this field demonstrates its potential to enhance various aspects of anti-trafficking efforts, from prevention to prosecution and victim support.

However, the researchers emphasize that technology use also needs to be balanced with respect for human rights and privacy. This caution highlights the ethical considerations that must accompany technological advancements in law enforcement. It also needs to be used carefully to make sure that using these technologies doesn't hurt innocent people or have unforeseen consequences. This point underscores the importance of developing robust policies and guidelines for the use of technology in anti-trafficking efforts, ensuring that the tools are used responsibly and effectively while minimizing potential negative impacts on individuals and communities.

4.5 Effectiveness of Intra-departmental Collaboration in combating human trafficking

This study also sought to assess the effectiveness of intra-departmental collaboration within the police command structure in combating human trafficking. Effective intra-departmental collaboration in law enforcement enhances coordination, information-sharing, and joint efforts necessary for success in combating human trafficking (Reichel, 2008). This collaboration is crucial given the complex and often cross-jurisdictional nature of human trafficking cases, which require a coordinated response from various specialized units and departments.

This study sought the perspectives of the respondents concerning the level of cross-department cooperation between police departments and relevant units in fighting trafficking cases as shown in Table 9. The aim was to gauge the current state of collaboration and identify potential areas for improvement in the police force's collective response to human trafficking.

Table 9: The level of cross-unit/department cooperation rating

Response	Frequency	Percentage
Very high degree of collaboration	25	19.53%
Moderate level of collaboration	50	39.06%
Some cooperation exists but could be improved.	40	31.25%
Minimal cooperation occurs.	10	7.81%
No cooperation	3	2.34%
Total	128	100.00%

Source: Study (2024)

Most respondents (58.59%) perceive some level of cooperation between police departments and units on trafficking cases, though with room for improvement. This majority view suggests that while collaborative efforts exist, they may not be optimal or consistent across all departments. The distribution of responses indicates a range of experiences with inter-departmental cooperation, possibly reflecting variations in practices across different units or regions. While 19.53% believe in a high degree of collaboration, indicating pockets of excellence in cross-department coordination, a larger proportion (31.25%) see the need for better communication and coordination. This significant group recognizing room for improvement highlights an opportunity to enhance existing collaborative practices and structures.

The presence of respondents witnessing minimal cooperation (7.81%) or even none (2.34%) highlights potential areas of concern regarding interdepartmental communication and

collaboration on these critical cases. While these percentages are relatively small, they represent real challenges in the fight against human trafficking, where lack of cooperation can significantly hamper investigative efforts and outcomes. Investigating the reasons behind these perceptions could reveal specific barriers to efficient collaboration and inform initiatives to overcome them. Such barriers might include organizational silos, inadequate communication channels, resource constraints, or differing priorities among departments. Understanding these challenges is crucial for developing targeted strategies to enhance cross-department cooperation in combating human trafficking. The varied responses underscore the complexity of achieving effective collaboration in a large, multifaceted organization like the police force. They also highlight the importance of continuous efforts to improve inter-departmental coordination, potentially through joint training sessions, improved communication protocols, or the establishment of dedicated cross-unit task forces for trafficking cases.

The study also examined the frequency at which joint tasks and operations between relevant departments take place as shown in Table 10. This assessment was expected to provide a realistic picture of the cooperation among anti-trafficking officers, offering insights into the practical implementation of collaborative efforts beyond mere policy or intention.

Table 10: Frequency of joint tasks and operations

Response	Frequency	Percentage
Integrated joint operations are the norm.	15	11.72%
Frequent joint operations or task forces	35	27.34%
Occasional joint operations	50	39.06%
Rarely any joint operations	20	15.63%
None. Departments work in isolation.	8	6.25%
Total	128	100.00%

Source: Study (2024)

Most respondents (78.13%) report some level of joint task forces or operations between departments for trafficking cases. This majority indicates that collaborative efforts are indeed taking place, though with varying degrees of frequency and integration. While 11.72% perceive integrated joint operations as the norm, suggesting a high level of interdepartmental coordination in some areas, a larger proportion (39.06%) witness occasional or frequent such collaborations. This distribution suggests that joint efforts exist, but their frequency and level of integration may vary across units and departments, possibly due to factors such as resource availability, case complexity, or established protocols.

The presence of respondents noting rare joint operations (15.63%) or departments working in isolation (6.25%) raises concerns about potential discrepancies in collaboration practices and indicates areas where greater interdepartmental action could be beneficial. These figures, while representing a minority, highlight potential gaps in the collaborative framework that could hinder comprehensive anti-trafficking efforts. Investigating the reasons behind these perceptions could provide valuable insights for improving the frequency and effectiveness of joint efforts in tackling human trafficking. Such insights might reveal structural, cultural, or resource-related barriers to collaboration that need to be addressed.

The study sought to provide the respondents an opportunity to characterize information sharing between relevant police departments and units involved in anti-trafficking efforts. Information sharing is considered the most tangible manifestation of collaboration, hence the need to obtain unfiltered perspectives of the respondents. This focus on information sharing acknowledges its critical role in enabling coordinated and effective anti-trafficking operations.

About 10 participants expressed concerns about communication breakdowns, delayed updates, and inconsistencies in information flow. One of the respondents suggests existing

gaps in the flow of information across departments. The respondent noted that *“Sharing happens, but it's often reactive and dependent on individual initiative, not a systemic process”*. Another respondent underscored the absence of real-time information sharing because of bottlenecks. The respondent noted that *“Real-time collaboration is a pipe dream because most of the trafficking information gets stuck in bureaucracy”*. This results in officers having to *“actively chase down critical details”*, which results in cases either being abandoned or taking too long.

About four participants voiced concerns about limited information exchange within specialized units among anti-trafficking police and controlled access to sensitive intelligence. This limited access to information underscores a gap in the collaboration of police officers in the combating of human trafficking in the county. One respondent noted that *“Sometimes sensitive information is mostly locked down, even when it could benefit ongoing investigations”*. This occurrence also contributes to unresolved cases or delays in the unraveling of trafficking cases. Another respondent noted that while unit collaboration was encouraged in the combating human trafficking, *“data access was a challenge creating barriers in the resolution of cases”*. The respondents also highlighted a culture of *‘compartmentalization’*, which hinders *“ready flow of information unless specifically requested”*.

The last theme is the issue of moderation in information sharing with potential for improvement. Two participants acknowledged some level of information sharing but highlighted the need for streamlining and standardization. One of the participants indicated, *“We've made strides with shared databases, but there are still gaps even in the quality of collected information”*. Another respondent noted that although there was progress,

“information flow could be more proactive and automated to reduce reliance on personal relationships”.

While some respondents recognize efforts towards information sharing, there are clear gaps and barriers in communication between departments and units. These gaps concern mainly focus on communication breakdowns, insufficient real-time updates, and limitations due to different protocols and platforms. Moderate information sharing suggests some progress in cooperation, but the need for improvement becomes evident. Streamlining communication flows, addressing technological inconsistencies, and promoting proactive information sharing across units are some potential areas for improvement.

The perspectives of the respondents revealed a complex picture of information sharing within the police force. While some progress has been made, significant gaps and limitations persist. Addressing these issues through improved communication protocols, standardized technology platforms, and a culture of proactive information sharing can significantly enhance interdepartmental collaboration and overall effectiveness in combating human trafficking. These findings closely align with existing research on police information sharing. Studies by Smith (2022) and (Jones, 2020) similarly observed that information silos and fragmentation create information barriers that hinder cross-jurisdictional collaboration and intelligence sharing in law enforcement.

The study further examined the presence of clear standard procedures and communication channels for promoting collaboration. The aim was to tests if structural barriers exist that could be addressed through formal protocols enabling inter and intra-departmental coordination. The results are contained in Figure 8.

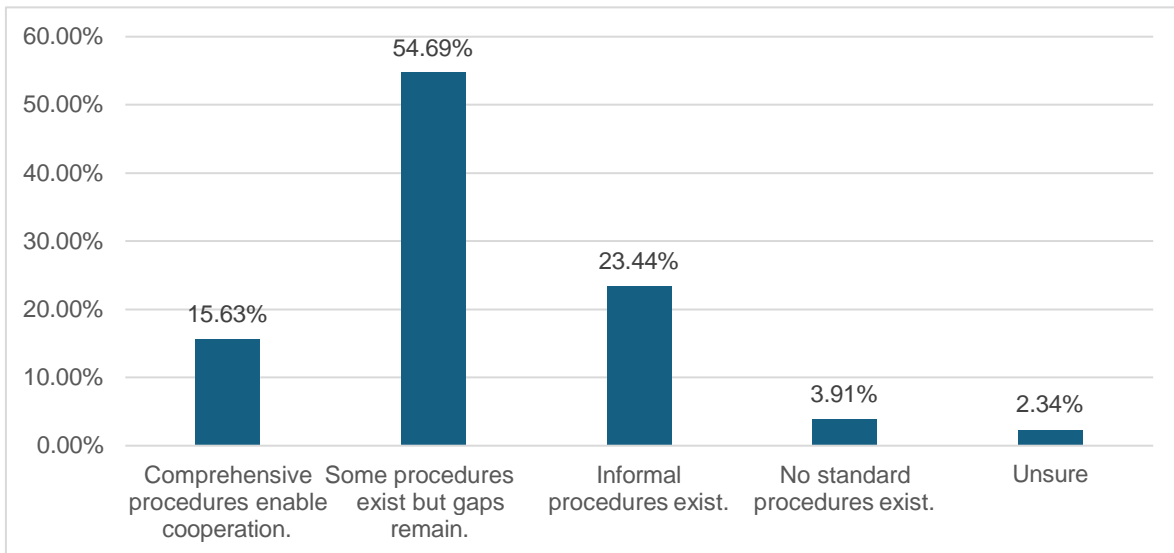


Figure 8: Presence of standard procedures and communication channels for collaboration.

Source: Study (2024)

Most respondents (54.69%) acknowledge the existence of some standard procedures for collaboration but highlight remaining gaps. This suggests progress towards establishing protocols, but also indicates areas where clarity, consistency, or coverage could be improved. A significant proportion (23.44%) relies on informal procedures, suggesting that official protocols may not fully address all circumstances or may not be effectively communicated across the force. While a smaller group (15.63%) perceives comprehensive procedures that enable cooperation, further research would be needed to understand the scope and effectiveness of these procedures in facilitating seamless collaboration across departments and units.

The study explored the perceived need for strong leadership backing and strategic prioritization of inter-departmental collaboration. The goal was to evaluate whether collaboration shortcomings could be remedied more informally or if higher institutional backing is needed for culture change.

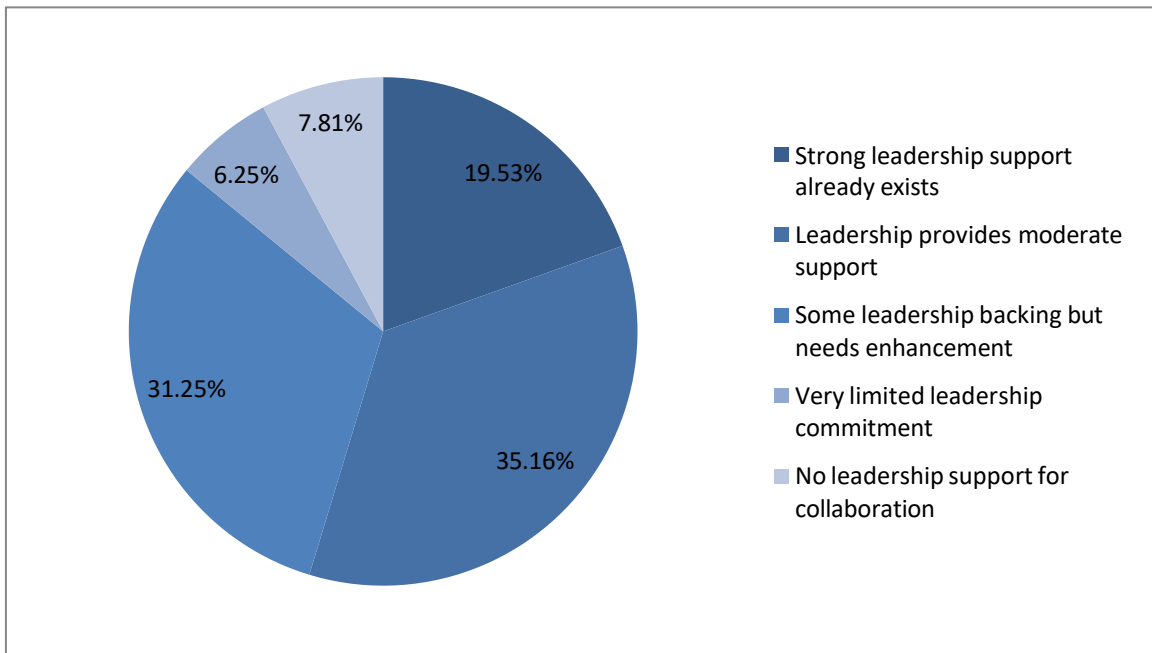


Figure 9: The need for stronger leadership backing and strategic prioritization.

Source: Study (2024)

Most responses (54.69%) indicate a moderate level of leadership support for inter-departmental collaboration, with some acknowledgment of the need for further enhancement. A significant portion (31.25%) perceive some leadership support, but feel it needs to be strengthened, suggesting a recognition of the importance of collaboration, but a desire for more visible and active support from those in leadership positions. A small percentage (19.53%) believed there is already strong leadership support in place, which could be a positive sign, but further investigation is needed to understand the specific manifestations of this support and how it is perceived by different units and ranks. The combined responses of those who feel leadership commitment is very limited (6.25%) or non-existent (7.81%) highlight areas of concern and potential opportunities for improvement.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a comprehensive summary of the study and key conclusions drawn from the research findings presented in Chapter 4. It also offers evidence-based recommendations derived from the analysis, as well as suggested directions for further research on this critical issue of human trafficking. The chapter aims to synthesize the insights gained from the study and provide actionable information for policymakers, law enforcement agencies, and researchers in the field.

5.2 Summary of Findings

The overarching goal of this study was to explore the multifaceted role of the police command structure in combating human trafficking, using Nairobi County in Kenya as a case study. Through a detailed survey of 128 participants, diverse perspectives were captured from police officers across multiple units as well as community leaders, providing a holistic view of the current state of anti-trafficking efforts. Key areas of inquiry included the command structure effectiveness, use of technology, intra-departmental collaboration, and strategic prioritization of anti-trafficking efforts. The findings reveal a complex picture of moderate effectiveness hampered by structural gaps, resource limitations, and challenges in coordination and technology integration.

5.2.1 The effectiveness of the police procedures in combating human trafficking

The study found that while some procedures exist within the command structure for addressing trafficking cases, significant gaps are leading to moderate levels of effectiveness. Key issues identified include intelligence coordination gaps between units, insufficient trafficking-specific training for officers, and discrepancies in strategic prioritization compared to the scope of the problem. These findings highlight the need for a more comprehensive and integrated approach to anti-trafficking procedures within the police

command structure. The study also revealed variations in the implementation of existing procedures across different units, suggesting a need for standardization and consistent application of best practices.

5.2.2 The utilization of technology within the police command structure

The study revealed varying degrees of technology adoption across different aspects of anti-trafficking efforts. Case management systems and investigation databases were found to be widely used, indicating a positive trend towards digitalization of case information. However, significant limitations were observed in access to more advanced tools such as digital forensics, social media monitoring, and advanced analytics for many officers. This disparity in access to technological resources potentially creates inefficiencies and hampers the ability of some units to effectively investigate and combat trafficking.

Another critical observation is that integration between various technological systems is fragmented, hindering seamless information sharing and collaboration between different units and departments. While the adoption of technology has translated into some efficiency improvements, its potential is likely underutilized due to these integration challenges and uneven access. The study also highlighted the need for ongoing training and support to ensure that available technologies are effectively leveraged by all relevant personnel.

5.2.3 The effectiveness of intra-departmental collaboration

The study found moderate levels of cooperation exist within the police command structure, but several factors hinder seamless joint efforts in combating human trafficking. Information sharing gaps, reliance on informal protocols, bureaucratic hurdles, and compartmentalization of units were identified as key barriers to effective collaboration. These challenges often result in missed opportunities for coordinated action and comprehensive case management.

The study also found that leadership support for collaboration has room for improvement, suggesting a need for more proactive measures to encourage and facilitate inter-unit cooperation. Moreover, the observations underscore that clearer procedures and increased strategic backing of interagency partnerships could significantly strengthen the coordination essential for trafficking investigation success. The findings indicate a need for a cultural shift towards more open communication and collaborative problem-solving across different units and hierarchical levels within the police command structure.

5.3 Conclusion

This study meticulously examined the role of the police command structure in combating human trafficking within Nairobi City County, revealing key operational and structural inefficiencies that hinder the effectiveness of anti-trafficking efforts. By focusing on the specific objectives, the study offered a comprehensive analysis of the current state of intra-departmental collaboration, technology utilization, and procedural effectiveness within the police force.

The study highlights that while the command structure within Nairobi's police force does exhibit a commitment to combating human trafficking, there are significant procedural gaps that undermine these efforts. Intelligence coordination is fragmented, leading to delays and missed opportunities in responding to trafficking incidents. Moreover, training limitations, particularly in specialized areas such as trafficking detection and victim support, further compromise the effectiveness of the command structure. Despite these challenges, the command structure demonstrates a moderate level of effectiveness through prioritization efforts. However, the misalignment between resource allocation and the scale of the trafficking problem underscores the need for strategic changes. Specifically, the study calls for a reevaluation of resource distribution, with an emphasis on ensuring that personnel, financial resources, and logistical support are aligned with the pressing needs of anti-

trafficking operations. Leadership within the command structure must also be more attuned to the evolving nature of human trafficking, necessitating a shift in focus and policy to adapt to emerging threats.

Technology plays a crucial role in modern policing, and this study reveals that while there is openness to adopting new technologies within the police command structure, significant challenges remain. Variation in access to technological tools among different units creates disparities in capabilities, leading to uneven responses to trafficking cases. The study identifies training gaps as a major barrier, with many officers lacking the necessary skills to fully utilize available technologies. Moreover, the integration of systems remains incomplete, limiting the potential for comprehensive, data-driven decision-making. The study emphasizes the need for a concerted effort to increase the availability of advanced technological tools across all units involved in anti-trafficking efforts. Additionally, comprehensive training programs must be instituted to ensure that all officers are proficient in the use of these tools. The study also highlights the importance of promoting information sharing through common platforms, which can facilitate more effective collaboration and data-driven, collaborative decisions.

Intra-departmental collaboration is critical in addressing the multifaceted nature of human trafficking. The study finds that while there is moderate cooperation within the police command structure, it is often undermined by process inefficiencies and communication breakdowns. These issues lead to a lack of coherence in joint efforts, with different units sometimes working in isolation rather than as part of a coordinated approach. The study underscores the importance of strong leadership in fostering collaboration, suggesting that top-down signals indicating support for cooperative efforts are essential. Furthermore, the study advocates for the establishment of streamlined, formal information-sharing protocols

that can enhance the effectiveness of joint investigations. By addressing these collaboration challenges, the police force can significantly improve its ability to combat human trafficking.

The study concludes that while the police command structure in Nairobi City County has made commendable strides in combating human trafficking, several areas require urgent attention. The structural inconsistencies identified, particularly in resource allocation, technology utilization, and intra-departmental collaboration, pose significant challenges to the effectiveness of anti-trafficking efforts. The study recommends that the police command structure adopt a more sophisticated, nimble, and coordinated cross-agency approach to address the growing severity of human trafficking. By strategically addressing these issues, the police force can enhance its capabilities and better fulfill its mandate to protect vulnerable individuals from trafficking..

5.4 Recommendation

Based on the comprehensive analysis and observations from this study, the following recommendations are proposed to enhance the effectiveness of the police command structure in combating human trafficking within Nairobi City County:

a. Increase Budgetary Allocation Specifically for Anti-Trafficking Technology Acquisition, Forensics Support, and Advanced Analytics

The study identified substantial gaps in the police force's access to critical technological tools necessary for effectively combating human trafficking. These include digital forensics, data analytics, and intelligence monitoring tools, all of which are essential in modern investigative work. The current budgetary provisions do not adequately cover the acquisition and maintenance of these tools, limiting the capacity of police units to detect, investigate, and dismantle trafficking networks, particularly those operating online. Therefore, it is recommended that the government and relevant authorities prioritize budget increases

specifically earmarked for the acquisition of trafficking-specific technological assets. This includes investing in the latest digital forensics tools to gather and analyze digital evidence, advanced analytics software to leverage data-driven insights, and intelligence monitoring systems capable of tracking and dismantling online trafficking networks. Targeted investments in these areas will significantly close existing resourcing gaps and enhance the overall effectiveness of anti-trafficking operations.

b. Make Human Trafficking Training Mandatory at Recruitment and Promote Regular Refresher Courses on Victim-Centric Procedures

A critical finding of this study is the insufficient specialized training among police officers, which undermines their ability to effectively combat human trafficking. Without a strong foundation in trafficking-specific knowledge and skills, officers may struggle to keep pace with the evolving tactics used by traffickers. Therefore, it is recommended that comprehensive human trafficking training be made mandatory at the recruitment stage. This training should cover all essential aspects of trafficking, including identification techniques, victim assistance protocols, and the legal frameworks governing anti-trafficking efforts. Additionally, the introduction of regular refresher courses is crucial to ensure that officers at all levels of seniority remain up to date with the latest trafficking trends, emerging technologies, and victim-sensitive procedures. Such ongoing education will empower the police force to respond more effectively to trafficking incidents and provide the necessary support to victims.

c. Develop Centralized, Integrated Trafficking Databases with Access Protocols to Facilitate Seamless Information Sharing Across Departments

The study highlighted significant barriers to information sharing within the police force, which hinder the efficiency and effectiveness of anti-trafficking operations. Currently, data

collection and storage practices are fragmented, with different units operating in silos, leading to delays and incomplete situational awareness. To address this issue, it is recommended that centralized, integrated trafficking databases be developed, with clearly defined access protocols to ensure seamless information sharing across departments. These databases should align data collection standards, facilitate expansive connectivity across different systems, and enable real-time access to critical information through role-based authentication. By promoting collaborative analysis and eliminating information silos, these databases will enhance the ability of the police force to conduct comprehensive and coordinated anti-trafficking operations.

d. Formally Create Dedicated Joint Anti-Trafficking Task Forces with NGO and Community Partnerships

While the study found evidence of moderate collaboration within the police force, it also identified the need for more formalized and structured partnerships to combat human trafficking effectively. It is recommended that dedicated joint anti-trafficking task forces be formally established, bringing together police units, NGOs, and community organizations. These task forces should be designed to overcome bureaucratic delays by enabling rapid decision-making and coordinated responses to trafficking incidents. The inclusion of NGO and community partners will bring diverse perspectives, additional resources, and enhanced intelligence flows, thereby strengthening the overall capacity to prevent and combat trafficking. Moreover, formalizing joint accountability within these task forces will compel cooperation among all stakeholders, while community outreach initiatives will improve preventative education and victim assistance efforts.

e. Institute Mandatory Interagency Information Sharing Procedures, Reporting Structures, and Deadlines Between Units

The study identified that ambiguous or voluntary information exchange practices currently in place within the police command structure create communication gaps that can compromise anti-trafficking operations. To address this issue, it is recommended that mandatory interagency information sharing procedures be instituted, along with standardized reporting structures and clearly defined deadlines between units. These procedures should include scheduled briefings to senior officers, as well as structured reporting timelines that promote transparency and consistency across all units involved in anti-trafficking efforts. By institutionalizing these practices, the police force will be better positioned to maintain synchronization across units, ensuring that all relevant information is shared in a timely manner, and operations remain coordinated. This is vital for staying ahead of the increasingly agile and sophisticated trafficking syndicates operating within Nairobi City County.

5.5 Directions for further research

While this study provides valuable insights into the police command structure's role in combating human trafficking within Nairobi City County, it is essential to acknowledge certain limitations that future research can address to build on these findings and offer a more comprehensive understanding.

a. Reliance on Self-Reported Questionnaire Data

The research relied significantly on self-reported data from questionnaires administered to mid-seniority police officers and local community leaders. While this approach provided valuable insights into the perceptions and experiences of these respondents, it inherently carries the risk of subjective bias. Self-reported data may not always accurately reflect the true effectiveness of anti-trafficking efforts, as responses can be influenced by individual perceptions, recall biases, or social desirability effects.

Future research should consider supplementing self-reported data with more objective measures to overcome this limitation. This could include extensive case evaluations, quantifiable performance metrics, and victim impact data to provide a more accurate and comprehensive assessment of the effectiveness of the police command structure. Such an approach would allow researchers to triangulate findings, offering a more balanced perspective on the successes and challenges faced by the police in combating human trafficking. However, it is important to note that access to sensitive trafficking records or data that could potentially classify victim identities may pose significant challenges. To address these concerns, future research methodologies should incorporate robust data protection protocols that balance the need for deeper data access with the ethical imperative to protect the privacy and safety of trafficking survivors.

b. Limited Perspectives from Senior Leadership and National Figures

The study predominantly captured the viewpoints of mid-seniority officers and local community leaders within Nairobi County. While these perspectives are invaluable, they may not fully capture the broader strategic and operational challenges faced by the police force at higher levels of command. The inclusion of insights from senior police leadership, administrators, prosecutors, as well as national and regional figures, could provide a more holistic understanding of the systemic issues and policy considerations that influence the effectiveness of anti-trafficking efforts.

However, securing participation commitments from such multifaceted subject matter experts can be logistically challenging, particularly given their limited availability and the sensitive nature of the subject matter. Future research could explore creative sampling techniques that leverage technology for remote yet specialized participant engagement. This could include the use of online surveys, virtual interviews, or focus groups to facilitate the participation of

senior leaders and experts who may be geographically dispersed or have demanding schedules. Such an approach would not only broaden the range of perspectives captured but also enhance the generalizability of the findings.

c. Comparative Assessments Across Different Geographies

While this study focused on Nairobi City County, the findings may not fully generalize to other regions within Kenya or beyond. Human trafficking dynamics, as well as the effectiveness of police interventions, can vary significantly based on local socio-economic, cultural, and legal contexts. To gain a more nuanced understanding of these variables, future research should pursue similar multi-tiered assessments in other major cities and border counties. Comparative studies could offer vital insights into the regional differences in trafficking patterns, police responses, and the factors that influence the success or failure of anti-trafficking initiatives.

Expanding the research to cover wider geographies, however, introduces challenges related to consistency in data collection and analysis. To mitigate these challenges, future research should prioritize extensive researcher training, the use of standardized procedures, and the adoption of uniform data collection tools. Strict adherence to reliability and validity requirements will be essential to ensure that findings across different regions are comparable and that the research produces meaningful insights into the national and regional dimensions of human trafficking and police effectiveness.

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APPENDICES

Appendix 1: Letter of introduction

BRUCE NYONJE,

National Defense College

P. O BOX 24381-00502,

NAIROBI, KENYA

Mobile No: 254 724207679

TO:THE RESPONDENTS

REF: INVITATION TO A RESEARCH PROJECT

I am a postgraduate Student at National Defense University-Kenya, NDU-K pursuing Master of Arts in National Security and Strategy at National Defense College, Karen. This is an academic study that aims at investigating *Police Command Structure and Combating Human Trafficking in Nairobi County, Kenya*. You have been carefully selected to participate in this study because I believe you have information that will greatly enrich the outcome of the research. All responses will be treated with strict confidence and will not be used for purpose (s) other than that stated. It is expected that the study findings will not only inform the development of transnational crime strategy but also improve the performance of the National Police Service.

Feel free to communicate to me via any of the available media.

Thank you,

Bruce Nyonje

Student, National Defense University-Kenya

0724207679

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Appendix 2: Questionnaire for police officers involved in anti-human trafficking units

Title: Survey on Police Strategies in Combating Human Trafficking

Introduction:

Thank you for participating in this survey. Your insights and experiences as a law enforcement officer involved in anti-human trafficking efforts in Nairobi City County are valuable. The information collected will be used solely for research purposes.

Section A: Demographic information

1. What is your gender?
 - a) Male
 - b) Female
2. What age cohort do you fall into?
 - a) 18-30 years
 - b) 31-45 years
 - c) 46-60 years
 - d) Over 60 years
3. Which category best describes your role?
 - a) Community leader
 - b) National government officer (chief/sub-chief)
 - c) Police commander
 - d) Kenya police officer
 - e) Administration police officer
 - f) Directorate of Criminal Investigations (DCI) officer
4. How long have you been in your current role?
 - a) 0-5 years
 - b) 6-10 years
 - c) 11-20 years
 - d) Over 20 years
5. If you're a police officer, what is your current rank or designation?

- a) Constable
 - b) Sergeant
 - c) Inspector
 - d) Superintendent
 - e) Commandant
6. If you are a community leader, what level of community leadership do you serve?
- a) Chief & sub-chief
 - b) Village elder
 - c) Religious leader
 - d) Women's leader
 - e) Youth leader

Section B: Police Command procedure Combating Trafficking

7. Are there clear standard operating procedures and chains of command in place within the police force for investigating human trafficking crimes?
- a) Yes, very clear procedures and chains of command exist.
 - b) Some procedures exist but there are gaps.
 - c) No clear procedures or chains of command in place
 - d) Unsure
8. How would you describe intelligence information sharing related to trafficking cases within the police command structure?
- a) Seamless information sharing
 - b) Adequate information sharing
 - c) Information sharing exists but significant gaps remain.
 - d) Very limited information sharing occurring.
 - e) No information sharing.
9. Have you received adequate training in conducting trafficking investigation operations?
- a) Fully sufficient trafficking crime operation training received.
 - b) Satisfactory introductory training received.
 - c) Basic training received but enhancement still needed.
 - d) No training received.

- e) Unsure
10. How effective has the police response been in identifying and investigating potential trafficking cases in Nairobi City County?
- a) Highly effective
 - b) Moderately effective
 - c) Somewhat effective
 - d) Minimally effective
 - e) Not effective at all
11. Is combating human trafficking designated as a strategic priority with resources allocated by police leadership?
- a) Yes, top priority area with significant resources.
 - b) High priority with adequate resources
 - c) Moderate priority with limited resources
 - d) Low priority area with very few resources
 - e) Not a priority area

Section C: Police Use of Technology to Combat Human Trafficking

12. Does the police force currently utilize technology-enabled tools to conduct investigations into potential trafficking crimes?
- a) Yes, a wide range of advanced tools are utilized.
 - b) Some basic tech tools are in place.
 - c) Very limited tools utilized.
 - d) No tech tools utilized.
13. Do police officers receive training in using technology tools for combating trafficking?
- a) Comprehensive tech tools training provided to all.
 - b) Introductory training offered to key units.
 - c) Informal on-the-job tech training
 - d) No training provided.
14. What types of technology tools does the police force employ for anti-trafficking efforts? (Select all that apply)

- a) Specialized investigation databases
 - b) social media monitoring tools
 - c) Digital forensics tools
 - d) Geographic information systems (GIS) for case mapping
 - e) Case management systems
 - f) Data analysis tools
 - g) Surveillance technology
15. How integrated are the various tech tools and databases employed across the police structure?
- a) Fully integrated systems across all departments
 - b) Some integration but gaps remain.
 - c) Tools operate in information silos (poor integration).
 - d) Unsure
16. Have the technology tools improved the effectiveness of police anti-trafficking efforts?
- a) Greatly improved effectiveness
 - b) Moderately improved effectiveness
 - c) Marginally improved effectiveness
 - d) No perceived improvement / negative impact

Section D: Police Intra-departmental Collaboration Effectiveness

17. Rate the level of cooperation that exists between police departments and units on trafficking cases:
- a) Very high degree of collaboration
 - b) Moderate level of collaboration
 - c) Some cooperation exists but could be improved.
 - d) Minimal cooperation occurs.
 - e) No cooperation
18. How frequently do joint task forces or operations occur between departments?
- a) Integrated joint operations are the norm.
 - b) Frequent joint operations or task forces
 - c) Occasional joint operations

- d) Rarely any joint operations
- e) None. Departments work in isolation.

19. How would you characterize information sharing between relevant police departments and units?

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20. Are there clear standard procedures and communication channels for collaboration in place?

- a) Comprehensive procedures enable cooperation.
- b) Some procedures exist but gaps remain.
- c) Informal procedures exist.
- d) No standard procedures exist.
- e) Unsure

21. Does stronger leadership backing and strategic prioritization of inter-departmental collaboration still need to occur?

- a) Strong leadership support already exists
- b) Leadership provides moderate support
- c) Some leadership backing but needs enhancement
- d) Very limited leadership commitment
- e) No leadership support for collaboration

THANK YOU VERY MUCH FOR PARTICIPATING IN THIS PROJECT.

Appendix 3: Work plan

	Sept 2023	October	November	December	Jan 2024	Feb	March	April	May	June	July	August	Sept
Literature review													
Proposal writing													
Proposal presentation													
Proposal correction													
Piloting													
Data collection													
Data analysis													
Thesis writing													
Thesis Defense													
Defense Corrections													
Thesis Draft Submission													
Draft Corrections													
Thesis Final Submission													

Appendix 4: Research Budget

The research budget was as highlighted below

Item	Cost per unit (KES)	Quantity	Total (KES)
Preparation of Research Proposal			
Printing of Draft Proposal	800	3	2400
Binding of Draft Proposal	100	3	300
Printing of Final Proposal (Defense)	800	3	2400
Internet Services	5000		5000
Stationery	3000		3000
Travelling expenses	10000		10000
Piloting			
Printing of Questionnaire	50	50	2500
Researcher's Subsistence	10000	10000	10000
Researcher's Traveling Expenses	10000	10000	10000
Data Collection			
Printing of Questionnaire	50	140	7000
Researcher's Subsistence	10000		10000
Researcher's Travelling Expenses	10000	10000	2000
Stationery (Focus Group Discussions)	2000	2000	
Preparation of Project			
Printing of Draft Project	1000	1	1000
Draft Proposal Loose Binding	100	3	300
Printing of Final Project for Defense	1070	3	3210
Final Proposal Loose Binding	100	3	300
Printing of Corrected Final Project	1070	3	3210
Final Project Hard Binding	500	3	1500
Total Cost			74120
Miscellaneous	10% of Total		7412
Grand Total			81532