

Leadership Strategies Non-Governmental Organizations (NGOs) Utilise in Addressing Issues in the US-Mexico Border

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ABSTRACT

This paper investigates the administrative procedures utilised by non-governmental organisations (NGOs) in the United States (US) and Mexico by addressing issues emanating from the US-Mexico border discourse. The boundary presents a complicated maze of problems including drug abuse, undocumented migration, compassionate emergencies, common freedom infringements, and financial differences. Understanding how NGOs practically explore this landscape is essential for constructing fruitful mediation strategies. Drawing from a survey of writing, contextual investigations and reports from three NGOs, this paper recognizes key initiatives or techniques utilised by these organisations. It investigates the characteristics and skills displayed by viable NGO pioneers like versatility, social capability, coordinated effort and key reasoning. Likewise, the paper highlights the basic significance of associations and coordinated efforts among NGOs, neighbourhood networks, states and global associations. These partnerships enhance the compass and effect of NGOs' drives and highlight the interconnectedness of tending to line issues exhaustively. At last, this paper gives significant insights into the dynamic and advancing scene of NGO administration at the US-Mexico line. It adds to the more extensive comprehension of the powerful procedures and authoritative rules that impede or facilitate the provisioning of care in these critical regions.

Keywords: Leadership, Border and Advocacy, Social Capabilitiy, Undocumented Migrants

OVERVIEW OF US-MEXICO BORDER ISSUES

A border is a boundary separating one country from another. Borders are known to be a place of opportunity and risk. The border between the United States and Mexico has long been the focus of intricate and varied problems with political, economic, social and environmental implications (Aguila, 2012). The US-Mexico border is 1,954 miles (3,145km) long and crosses vast deserts and mountains in California, Arizona, New Mexico and Texas (Hulpuch, *The Guardian*, Jan 15, 2019). It remains one of the busiest borders in the world. Despite the militarisation of the border, drug trafficking, undocumented migration, prostitution and smuggling, amongst other issues, are some of the factors that make the border porous. Shidali et al. (2023) argues that the porosity of the border area tends to make it difficult for security operatives to control the movement of people and goods.

RESEARCH METHODOLOGY: CONTENT ANALYSIS

This academic article deployed content analysis as a method of data analysis to investigate the leadership strategies employed by Non-Governmental Organisations (NGOs) in addressing the multifaceted issues in the US-Mexico border region. Content analysis as a data analysis method offers a systematic framework for analyzing textual and visual data extracted from various sources, thereby facilitating a nuanced exploration of NGO activities, objectives and leadership practices in this complex context. (Weber, 1990). This article underscores the utility of content analysis in enhancing our understanding of the dynamic landscape of NGOs operating in the border region by shedding light on the key themes, patterns and discourses that

characterise their endeavours amidst several challenges cum achievement. Weber (1990) also points out that the best content-analytic studies use both qualitative and quantitative operations. Qualitative content analysis involves a process designed to condense raw data into categories or themes based on valid inferences and interpretations. The sources of the data for this paper are the websites and reports of the three NGOs chosen for this research which are explained in detail in the case study section below. The basis for choosing this method is there is existing research about the US/Mexico border issues, but not much has been done in terms of analyzing the work of NGOs that focus on addressing the crises at the border. We have identified three Non-Governmental Organizations that focusses on border crises and have traction of impact in US/Mexico area.

Beyond doing a content analysis, the paper will make recommendations that can be applied in resolving the problematic issues on the border. The basis for justifying our methodology is that it has been stated by scholars and journalists that the US-Mexico border is one of the most dangerous borders, therefore as researchers, it is important to find possible solutions to the challenge encountered in operating the border.

PURPOSE AND SCOPE OF THE PAPER

The International Organisation for Migration recently discovered that the US-Mexico Border has become the deadliest migration route in the world, having documented 686 deaths, and there are more deaths that are largely unreported (Reuters, 2012). This trend, happening at the backyard of one of the most powerful country in the world, requires urgent attention for several reasons. First, it indicates the amount of traffic on the US-Mexican border which poses a security challenge for the individuals migrating, their home countries, transit countries and countries of destination. Individuals embarking on these precarious journeys are often exposed to elements that undermine their safety, including extreme weather conditions, criminal activities en route the border line, health concerns and the like. In the course of migration, factors that impel difficult choices for the migrants proliferate and the tendency to engage in crimes increases. The first country whose responsibility is implicated in this situation is the country of origin whose responsibility it is to protect her citizens, the transit country whose borders are being breached and the country of destination whose borders are breached and systems exposed. Cumulatively, this poses international security issues requiring concerted efforts.

Secondly, if the number of deaths occurs, then one can infer that the circumstances surrounding migration across that border require further investigation so that a comprehensive response to the lingering conundrum can be developed. For instance, the question of the immediate and remote causes of death deserves a clinical assessment to contrive effective solutions to it.

Thirdly, if the gains made on human rights worldwide were to be preserved, then a lasting solution has to be proffered to the border issues between the US and Mexico.

This paper focuses on assessing collaborative and effective management strategies that the NGOs utilise for the management of migration crises across the US-Mexican border and developing alternative strategies that can be deployed for the enhancement of individuals' security in the border area. In doing this, we will analyse the work of some NGOs known to operate in this area and make relevant recommendations for consolidating their engagements. It is important to state that the recommendations we are making constitute a significant aspect of this work.

LITERATURE REVIEW

Historical Context of the US-Mexico Border Issues

The migration pattern, where immigrants from South America tend to move towards the United States was

established early in the 19th Century with the US in the middle of the push and pull factors. Poverty in the regions, which was sustained by economic structures that were skewed in favour of the oligarchs, colonisation, and interventions by the US to support business interests were the major factors that contributed to the forceful emigration of citizens out of their countries (Time, 2020). These factors worsened the conditions of the landless and poor citizens who, cast into precarious situations, were forced to flee their homelands in search of greener pastures which happened to be the US.

The major pull factors that caused much migration from Mexico to the US was the high demand for low-wage immigrant labour in the US (Times, 2020). This demand presents some mutual benefits for the employers of labour and the forced migrants (Times, 2020). The migration from Mexico dates back to the First World War when Mexicans were admitted into the US as guest workers and later granted less restricted access to job opportunities in the US under a programme called *Bracero* which offered temporary visas to Mexican workers. After the *Bracero* program ended, migrants continued to flow into the US albeit as illegal migrants (Congressional Research Service, 2012) and that pattern has defied many measures by the government to stem the tide. As of May, 2023, it was reported that 169,244 migrants were encountered that month alone (Adam, 2023).

International Law Perspective/Commitments on Migration

This part examines the prevailing international standards for the treatment of persons and migrants. It highlights the human rights of individuals and provides a backdrop of legal rules for assessing the expectations of the international community regarding the treatment of migrants. This is necessary because human rights are perceived as overarching norms which regulate the conduct of states and entities bearing power.

The importance of human rights was accentuated after World War II which featured the flagrant abuse of human rights like the holocaust where six million Jews were killed and many others were maimed and tortured (both psychologically and physically). In its response, the United Nations has made sterling efforts to entrench human rights in both the legal systems of the international order and municipal systems (UDHR, 1948). Thus, states are expected to uphold, promote and abide by international human right laws irrespective of their constitutional provisions or internal legal arrangements. Specifically, Articles 27 and 46 of the Vienna Convention on the Law of Treaties, 1969 expects states to keep the obligations arising from their ratification of international treaties, even if their constitutions had limitations preventing them from doing so. This is the norm in international law. One of the international norms that is expected to be observed religiously is the set of human rights. Thus, human rights has evolved from being a matter within the exclusive jurisdictions of states to an issue that provokes international concerns.

Bianchi argues that human rights have now coalesced into fundamental rules in international law which admit little or no exceptions (Bianchi, 2008). She further argues that the category of international law called *jus cogens* is filled by human rights principles and norms. Shaw (2014) and Kalin and Kunzli (2010) are also of the view that human rights are so important that they incur international repercussions when violated by states and, as such, they have become the foundation for international systems. The Charter of the United Nations, Article 1 (3) provides that one of the purposes of the United Nations (UN) is to achieve international cooperation in solving international problems of an economic, social, cultural, or humanitarian character and, promoting and encouraging respect for human rights and fundamental freedoms for all without distinction as to race, sex, language or religion.

In *The Genocide Convention (Bosnia v. Serbia)*, the International Court of Justice accepted the view that human rights now create, not only municipal, but international obligations. Similarly, the *European Convention on Human Rights* avers that the Convention creates an obligation beyond reciprocal

engagements and includes a network of mutual and bilateral undertakings and objective obligations, which, as stated in the preamble, benefit from a ‘collective enforcement.’

The *Charter of the United Nations*, the *Universal Declaration of Human Rights*, the *International Covenant on Civil and Political Rights*, the *International Covenant on Economic Social and Cultural Rights*, the *African Charter on Human and Peoples’ Rights, 1981*, *European Convention for the Protection of Human Rights and Fundamental Freedoms, 1950* and the *American Convention on Human Rights, 1969* bear testimony to the fact that the order of human rights is intended to be permanent and of overarching importance. Thus, states are bound to respect and fulfill them. These rights include those legitimate claims of individuals which impose obligations on government (Olomjobi, 2016).

For instance, in the *Zimbabwe Human Rights NGO Forum v. Zimbabwe, Communication No. 245 (2002)*, the African Commission on Human and Peoples’ Right held that the obligation under international law to protect human rights is generally addressed to states in the first instance and that this obligation is tripartite in that it is meant to respect, ensure and fulfill human rights. The Commission also held in *Lawyers of Human Rights v. Swaziland* that, by ratifying the African Charter on Human and Peoples’ Rights, states are bound to take steps to comply with the obligations set out in the Charter.

Against this background, the magnitude of obligation by states to observe human rights becomes clearer and it helps to clarify how much efforts need to be made to cater to the US-Mexico border conundrum. Although, through the prism of international law, migration issues are within the prerogative of states, they implicate international law to the extent that they, at some point, are inseparable from the human rights questions. This is because human beings are at the centre of migration problems and human rights claims. To the extent that migrants fall under the international human rights laws, they invoke corresponding duties from the international community. Concomitantly, this duty requires states to protect the rights of migrants (Dixon, Corquodale and Williams, 2011).

The degree of protection is, however, in dispute (Harris, 2010). Shaw (2014) argues that in the West, it is believed that there is an ‘international minimum standard’ for the protection of foreign nationals; other states maintain that all that the states need to do is treat aliens as it treats its citizens (the ‘national treatment standard’). Preference for the ‘international minimum standard’ has been manifested in the cases of *Neer Claim U.S. v. Mexico*, *Certain German Interest in Polish Upper Silesia* case and the *Garcia* case. But the standards of human rights, through the lens of international law, are not varied from state to state. All states are expected to observe uniform human rights standards and this approach may be addressed to the controversy as to how migrants should be treated by receiving states. In other words, states are expected to observe human rights with equal seriousness whether the subjects are nationals or not. This line of argument merely accentuates the need to prioritise and contrive a sustainable strategy for addressing the US-Mexico border problems.

The Human Rights Council, “deeply concerned at the large and growing number of migrants, including women and children, who have lost their lives or have been injured in attempting to cross international borders, and recognizing the obligation of States to protect and respect the human rights of those migrants, regardless of their immigration status,” have adopted the *Resolution for the Protection of the Human Rights of Migrants: Migrants in Transit* on 2nd July, 2015, which protects the rights of all migrants, irrespective of their status. Paragraph 7 of the Resolution enjoins all states to provide protection for immigrants, irrespective of their status, and without discrimination. It further provides, in Paragraph 7 (c), that domestic laws, administrative provisions and their application within states shall facilitate the work of all actors providing humanitarian assistance to and defending the human rights of irregular migrants, by avoiding any criminalisation, stigmatisation, impediments, obstructions or restrictions that are contrary to international human right laws.

Furthermore, there exists the United Nations *Declaration on the Human Rights of Individuals who are not Nationals of the Country in which they Live* and other international instruments which protect aliens. The combination of these instruments mounts pressure on states at the receiving end of forced migrants to respect and ensure the protection of the human rights of immigrants (regular or irregular) yet, irregular migrants are at the mercy of the host states; for instance, South Africa perceives migrants as security threats and has adopted strict measures towards migrants (Maverick, 2019 and Taylor, 2013). Even the *Nigerian Immigration Act* is equally strict; Section 52 empowers an immigration officer to detain an irregular immigrant for “a reasonable time.” This has been criticised as arbitrary and inconsistent with Sections 17 and 41 of the *Constitution of the Federal Republic of Nigeria* (CFRN) which guarantees the right to freedom of movement.

In Germany (Henley, 2018), Italy and the United States (Montoya-Galvez, 2023), having had to contend with a large number of immigrants who want to enter and remain on their soil have adopted varying approaches; Germany’s approach is more liberal (Henley, 2018). Based on the foregoing and a study conducted by the Office for Human Rights which concludes that there is a protection gap for migrants in transit, the following recommendations were made by the United Nations Human Rights Office of the High Commissioner. The office recommends that states and relevant stakeholders should:

1. enable access to justice for migrants in transit when they are victimised by individuals, institutions or state officials;
2. establish, operate and maintain effective and adequate rescue services at all international borders for migrants in transit;
3. develop effective mechanisms for assessing the individual situations of migrants in transit without discrimination and prevent their expulsion until such assessments have been carried out in order to prevent non-refoulement and mass expulsion;
4. guarantee the human rights of all children migrants in transit and ensure that they are treated first as children and, in that regard, provide an atmosphere for the operationalisation of the principle of the best interest of the child; and
5. make targeted efforts at ending the detention of migrants in transit .

Having looked at the relevant literature, it is pertinent to unpack the roles that the NGOs play in addressing the issues faced at the US-Mexico border, this is the gap this research seek to fill. This research is significant because the findings will be helpful to the US government agencies like US Department of Homeland Security, U.S. Citizenship and Immigration Services (USCIS), U.S. Customs and Border Protection (CBP) amongst others.

NGOs and Opportunities for Partnership

The study by the United Nations Human Rights Office of the High Commissioner and the compelling force of human rights regime in the international, as assessed above, accentuates the need for collaboration with the NGOs which have the experience and resources to help the government to entrench sustainable guidelines that address the increasingly worsening conditions of migrants in transit at the US-Mexico border. Non-Governmental Organizations (NGOs) play crucial roles in addressing the various issues that emanate in the course of activities along the US-Mexico border. These organisations often work in collaboration with governments, other NGOs and local communities to address the complex challenges faced in this region. Here are some strategies utilised by the NGOs and their roles in addressing issues along the US-Mexico border:

1. Humanitarian Aids and Services: NGOs provide essential humanitarian aids to migrants, refugees and asylum seekers, including food, shelter, medical care, and legal assistance. They operate shelters and

resource centres to offer a haven and support services to vulnerable populations.

2. **Legal Advocacy:** Many NGOs offer legal aids to migrants and asylum seekers, helping them to navigate the complex immigration and asylum process. They advocate the rights of migrants, including their access to due process and protection from deportation.
3. **Advocacy and Policy Change:** NGOs engage in advocacy efforts to promote more humane immigration policies and to address issues like family separation and detention. They work to influence policy decisions at local, state and federal levels through lobbying, grassroots organising and public awareness campaigns.
4. **Community Empowerment:** NGOs work with border communities to address social and economic disparities. They support initiatives like education, job training and community development. They facilitate dialogues between local residents and newcomers that foster understanding and cooperation.
5. **Documentation and Reporting:** NGOs document human rights abuses, including instances of violence, abuse or neglect along the border. They share this information with the public, media and international organisations to raise awareness and advocate change.
6. **Cross-Border Cooperation:** NGOs often collaborate with Mexican counterparts and other international organisations to address border issues comprehensively. They work on joint initiatives related to public health, migration, and human rights.
7. **Emergency Response:** NGOs respond to emergencies such as natural disasters or public health crises that affect border communities, including those on both sides of the border.
8. **Capacity Building:** NGOs help build the capacity of local organisations and communities to address the unique challenges they face. They provide training, resources, and technical assistance to empower local leaders.
9. **Research and Data Collection:** NGOs conduct research to better understand the dynamics of migration, border security, and related issues. They use data to advocate evidence-based policies and inform the public about the realities of life along the border.
10. **Interfaith and Intercommunity Dialogue:** Some NGOs engage in interfaith and intercommunity dialogues to foster understanding and collaboration among diverse religious and cultural groups in border regions.

Overall, NGOs play critical roles in providing essential services, advocating policy changes and building bridges between communities on both sides of the US-Mexico border. Their efforts are instrumental to addressing the multifaceted challenges faced by migrants, refugees and border residents in this region.

Case Study 1

The case study is Border Angels. Border Angels is a nonprofit organisation founded by Enrique Morones in the United States. The organisation primarily focuses on providing humanitarian assistance to migrants and addressing various issues along the US-Mexico border, (*Border Angels, 2023*), this is why they were chosen for this study. The term, “Border Angel”, is often used to refer to the volunteers and individuals associated with this organisation (*Border Angels, 2023*). Below, the humanitarian activities of Border Angels in the US-Mexico border areas are examined below.

1. Humanitarian Aids and Water Drops

Border Angels demonstrates its commitment to saving lives in the harsh desert terrain along the border in many respects.

Issue: Migrants attempting to cross the border often face extreme weather conditions which often lead to their death from dehydration and exposure.

Actions Taken: Border Angels’ volunteers organise regular “water drops” in the desert. They strategically

place water containers, food and other supplies along well-known migrant routes. In 2021, they dropped over 1200 gallons of water along many desert routes (*Border Angels, 2023*). These efforts help prevent deaths by providing life-saving resources to individuals in distress.

Impact: Border Angels has been credited with saving numerous lives through their water drop programme. By addressing the immediate humanitarian crisis, they highlight the need for more humane immigration policies.

2. Legal Advocacy and Support

In this case, Border Angels showcases its roles in assisting the migrants to navigate the complex legal system.

Issue: Many migrants, particularly asylum seekers, lack access to legal representation and this makes it difficult for them to understand and assert their rights.

Actions Taken: Border Angels partners with immigration lawyers and legal experts to provide free legal clinics and information sessions to migrants. They offer guidance on the asylum application process, help with documentation and refer individuals to pro bono legal representations.

Impact: The organisation has empowered migrants to better understand their legal rights and navigate the asylum process. By offering legal support, Border Angels contributes to ensuring that migrants receive fair treatments under the law.

3. Raising Awareness and Advocacy

In this case, Border Angels exemplifies its advocacy and awareness-raising efforts.

Issue: Public awareness about the challenges faced by migrants and refugees at the border is crucial for driving policy changes.

Actions Taken: Border Angels conducts outreach programmes and participates in media campaigns to educate the public about immigration issues. They organise events, including educational forums, rallies and border tours, to foster understanding and empathy.

Impact: By raising awareness, Border Angels has helped to mobilise public support for more compassionate immigration policies. Their advocacy efforts have contributed to policy discussions and reforms at local, state and national levels. This case study demonstrates how Border Angels, through its various initiatives and activities, addresses critical issues along the US-Mexico border. Their work extends beyond providing humanitarian aids and legal support; they also play a pivotal role in shaping public discourse and advocating policy changes that prioritise human rights and compassion for migrants and refugees.

Case Study 2: Doctors without Borders

Doctors without Borders, also known as Médecins Sans Frontières (MSF), is an international humanitarian medical organisation known for its medical care and emergency response in crisis-stricken regions around the world (*MSF, 2019*). Their 2021 annual report states that they spent above \$512 million addressing medical humanitarian interventions in 70 countries. (*Doctors without Borders US Annual Report, 2021*). It is as a result of their impacts that they were chosen for this study. While the MSF primarily focuses on providing healthcare in regions affected by conflicts, natural disasters and epidemics, they have also provided medical care and assistance along the US-Mexico border. Here are the few areas illustrating how

the MSF tackles issues in this region.

1. Providing Medical Care to Migrants and Asylum Seekers

Issue: Many migrants and asylum seekers along the US-Mexico border lack access to proper healthcare and this leads to health risks and untreated medical conditions.

Actions Taken: The MSF sets up mobile medical clinics near migrant shelters and border-crossing points. They provide comprehensive medical care, including primary healthcare, treatment for injuries, vaccination and mental health support.

Impact: The MSF's medical care reduces health risks, improves the overall well-being of migrants and saves lives. They highlight the urgent need for improved healthcare services for vulnerable populations along the border.

2. Responding to Public Health Emergencies

Issue: The border region may face public health crises such as disease outbreaks or the spread of infectious diseases among migrants and communities.

Actions Taken: The MSF deploys medical teams with expertise in infectious disease management to conduct rapid assessments and provide medical care during outbreaks. They collaborate with local health authorities to control the spread of diseases and offer preventive measures.

Impact: The MSF's rapid response helps contain and manage public health emergencies and protecting both migrants and local populations. Their presence draws attention to the importance of healthcare infrastructures and preparedness in the border region.

3. Advocacy for Migrant Health and Rights

Issue: Migrants and asylum seekers often face obstacles in accessing healthcare services and may be subjected to human rights violations.

Actions Taken: The MSF conducts research and publishes reports highlighting the healthcare challenges faced by migrants. They engage in advocacy efforts, by partnering with other organisations to raise awareness about the importance of respecting the rights and dignity of migrants.

Impact: The MSF's advocacy efforts lead to improved healthcare access and conditions for migrants and asylum seekers. They influence policymakers and public opinions thus promoting a more humane approach to immigration policies.

Case Study 3: No More Deaths

No More Deaths is a humanitarian organisation that operates in the Arizona-Sonora border region and focuses on preventing the deaths of migrants crossing the desert. The organisation primarily addresses issues related to the humanitarian crises resulting from immigration policies and practices in the region. (*Centre for Constitutional Rights*, 2019)

Here are some key issues they have addressed, actions they have taken and notable outcomes:

1. Water and Food Distribution

Action: The organisation places water and food supplies in the desert to help prevent dehydration and

hunger among migrants crossing the border.

Outcome: This effort has saved countless lives by providing essential sustenance to those in need.

2. Medical Aid

Action: No More Deaths' volunteers provide medical care and first aid to migrants who are injured or unwell.

Outcome: Their medical assistance has helped to treat injuries, illnesses and dehydration cases by preventing potential medical emergencies and fatalities.

3. Desert Aid Stations

Action: The organisation operates desert aid stations to provide shelter, medical care and support for migrants.

Outcome: These stations offer a safe space for migrants to rest, recover and seek assistance thus reducing their vulnerability to extreme weather conditions.

4. Advocacy and Documentation

Action: No More Deaths conducts advocacy efforts to raise awareness about the challenges faced by migrants at the border.

Outcome: Their advocacy has drawn attention to border policies, human rights abuses and the need for more humane treatment of migrants.

5. Legal Support

Action: The organisation offers legal support and guidance to migrants facing deportation or other legal issues.

Outcome: This support has helped migrants to understand their rights and navigate the complex US immigration system. During the 1990s, border control was transformed from a low-priority and politically marginalised activity into a high-intensity campaign commanding significant resources and media attention. Driven primarily by concerns over the large influx of unauthorised migrants across the border, the size of the US Border Patrol more than doubled between 1993 and 2000. New personnel were matched by new border fencing, equipment and surveillance technologies. Highly concentrated and high-profile border enforcement operations were launched at the major border crossings such as the "Operation Gatekeeper" at the south of San Diego and the "Operation Hold the Line" in El Paso. Both sides of the border also became partly militarised in an effort to reduce Mexico's role as the transit point for roughly 60 percent of the cocaine destined for the US market and as a major supplier of heroin, marijuana and methamphetamines (Andreas, 2006)

Challenges Faced by NGOs Addressing these issues

Wang (2022), while researching the challenges faced by Russian companies involved in cross-border data flows, reported that Russian businesses, particularly those in the technology industry, were being significantly impacted by the country's decision to adopt a "silo" model and strict data localisation policy. She recommended that Russian businesses should confront the issues with data security governance and thoroughly analyse the steps they should take to achieve data compliance. Similarly, she suggested that

NGOs should rally to work with the government for lessening the burden of the challenges they face such as political opposition, resource constraints, security risks and legal and regulatory barriers

RECOMMENDATION AND CONCLUSION

NGOs have a human angle approach to handling the challenges that migrants face in border areas. Hence, they become closer to the people and are trusted by them. The government can leverage the interventionist activities of these organisations to create long-lasting solutions to these institutions. Based on the foregoing, the following recommendations are made:

1. Collaborative Leadership: Leaders should be encouraged to actively seek partnerships with other organisations, government agencies and community stakeholders to address border issues comprehensively.
2. Cross-Cultural Competence: There is the need to stress the significance of cross-cultural competence among NGO leaders and this will lead to the understanding of the cultural nuances of the border communities which can enhance communication and trust-building.
3. Advocacy and Policy Influence: NGOs should be encouraged to continue their advocacy efforts to influence policy change. Leaders should engage with policymakers at various levels to advocate for more humane immigration and border policies.
4. Public Awareness and Education: NGOs prioritise public awareness and education as part of their leadership strategies. Educating the public about border issues generates empathy and support for their initiatives.
5. Resilience and Long-Term Commitment: There is the need for NGO leaders to build resilience and demonstrate a long-term commitment to addressing border issues. Many challenges persist and tackling them require sustained efforts.
6. Humanitarian Principles: Humanitarian principles such as neutrality and impartiality must be upheld in all activities. These principles are essential for gaining trust within the communities served.
7. Transparency and Accountability: NGOs must be encouraged to maintain transparency in their operations and be accountable to donors, partners and the public. Clear reporting on the use of funds and programmes outcomes builds credibility.
8. Local Leadership Engagement: The importance of engaging and empowering local leaders within border communities promotes collaborating with local stakeholders and can lead to more effective solutions.
9. Advocacy for International Support: NGOs should advocate international support and cooperation to address transnational border issues effectively and this can be done when regional collaborations can lead to better outcomes.
10. Evaluation and Learning: NGOs should continually evaluate their leadership strategies and learn from their successes and failures. This iterative process can lead to more effective approaches over time.

In conclusion, the Non-Governmental Organisations' leadership tactics in overcoming the numerous obstacles along the US-Mexico border demonstrate not only their dedication to humanitarian values but also their adaptability and resilience in dealing with difficult situations. We have examined a variety of leadership techniques and tenets that support NGOs' productive works in this article. These tactics include community empowerment, cross-border cooperation, advocacy and humanitarian relief amongst others. It has been demonstrated that NGO leaders possess traits including adaptability, cultural competence, strategic thinking and the capacity to cultivate relationships.

Furthermore, visionary leadership plays a pivotal role in driving innovation, resilience and sustainability within NGOs. Leaders who embrace these qualities not only navigate the complexities of border issues effectively but also inspire their organisations to pursue long-term commitments and remain responsive to

evolving challenges. Partnerships and collaborations between NGOs, local communities, government entities and international organisations are vital components of successful leadership strategies. These alliances extend the reach and impact of NGOs thus fostering a more holistic and interconnected approach to addressing border-related issues. NGOs and their leaders must continue to be flexible and open to change as the problems along the US-Mexico border develop. A dynamic leadership style must include data-driven decision-making, advocacy for policy reform, public awareness initiatives and continual capacity building.

NGOs and their leaders have continuously shown their commitment to preserving humanitarian principles, fighting for the rights and dignity of migrants and pursuing all-encompassing solutions to the border problems in the face of adversity. The leadership techniques used by NGOs in the US-Mexico border region demonstrate the NGOs' dedication to bringing about constructive change. The NGO leaders may continue to have a substantial impact on tackling the complex and urgent issues faced by communities by implementing and modifying these techniques.

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