

Examining the Effectiveness of Leadership in Immigration Department on Prevention of Illegal Immigrants in Ilala Immigration Office, Dar es Salaam-Tanzania

Greta Manche^{1*}, Lucas Antony Kisasa², Kassim Rashid Kiliza³

^{1,2,3}Department of Postgraduate and Research, Kampala International University in Tanzania, Dar es Salaam, Tanzania

Abstract: The study examining the effectiveness of leadership in immigration department on prevention of illegal immigrants in Ilala immigration office, Dar Es Salaam-Tanzania. The objectives were to assess the leadership competencies of immigration department officials in Ilala immigration office, to evaluate the compliance of the immigration department in Ilala immigration office. Mixed approaches of both qualitative and quantitative methods were used in this study. The study encompassed 70 respondents, comprising of head of department, immigration officer, investigation officer, visa officer, document examiner, intelligence officer, and legal advisor. Data were collected through questionnaires, and interviews and analyzed by using Statistical Package for Social Science (SPSS) version 26 and thematic analysis. The findings from the study indicated that immigration officials demonstrate robust decision-making skills, effective communication, and problem-solving abilities. The majority of respondents acknowledged that these competencies are crucial for navigating the complexities of immigration-related issues. Leaders in the department are not only equipped with the necessary skills but also actively seek feedback from stakeholders, enhancing their decision-making processes. Regarding to the evaluation of compliance highlighted that the immigration department's policies align well with relevant laws and regulations. Respondents expressed confidence in the department's adherence to legal frameworks, underscoring the importance of regular reviews and updates to ensure ongoing compliance. The study concluded that assessment of leadership competencies revealed that officials demonstrate strong decision-making skills, effective communication, and problem-solving abilities, which are essential for navigating the complexities of immigration issues.

Keywords: effectiveness of leadership, immigration department, prevention of illegal immigrants.

1. Introduction

Effectiveness of leadership within immigration departments can have a substantial impact on the department's ability to detect, deter, and respond to illegal immigration (Smith & Garcia, 2021). Strong leadership that fosters a culture of professionalism, accountability, and strategic thinking has been linked to more robust border security, efficient processing of immigration applications, and proactive intelligence gathering

to identify and intercept illegal border crossings (Valdez & Ramirez, 2023).

In contrast, poor leadership characterized by corruption, lack of coordination, and an inability to adapt to changing immigration trends can undermine a department's effectiveness and lead to gaps in enforcement. Understanding the specific leadership practices, organizational structures, and resource allocation decisions that contribute to successful immigration management is crucial for policymakers and department heads seeking to enhance their country's ability to control and regulate illegal immigration (Flores & Jimenez, 2022).

Immigration is the act of people moving to and settling in a country other than the one they were born in or hold citizenship in. This movement of people across international borders is a complex and multifaceted phenomenon with profound social, economic, and political implications. At its core, immigration involves individuals leaving their country of origin, often driven by a desire for better economic opportunities, to seek a new life in a foreign land. This can take the form of voluntary migration, where people choose to relocate of their own free will, or forced migration, where people are compelled to flee due to factors such as war, persecution, or natural disasters in their home countries. (Magweiga and Urassa, 2017).

Immigration departments are responsible for developing and implementing immigration policies that align with the government's overall objectives. This includes determining eligibility criteria, visa categories, and immigration quotas. Immigration departments establish the eligibility criteria that individuals must meet in order to apply for various visas or immigration programs. These criteria may include factors such as age, education, work experience, language proficiency, health, and criminal background checks. The purpose is to ensure that individuals who meet the specified requirements are eligible to apply for immigration benefits (Diver, 2017).

Immigration departments establish different visa categories based on the purpose of travel or the intended length of stay. Common visa categories include tourist visas, student visas, work visas, family-based visas, and humanitarian visas. Each

*Corresponding author: gretabanda81@gmail.com

visa category has specific requirements and conditions that applicants must meet. Immigration departments work within the legislative framework established by the government. They collaborate with lawmakers to develop immigration laws and regulations that reflect the government's policy objectives. Immigration laws define the legal basis for immigration processes, including visa issuance, entry, residence, and enforcement (Walker, 2023).

In the United States, for example, one can easily see the intersection of the different branches of government as they each relate to immigration law. There are two sources of immigration powers in the United States: (1) the enumerated powers which are reflected through the Commerce Clause, Migration or Importation Clause, Naturalization Clause and the War Clause and (2) Implied Constitutional Powers. However, several states including Arizona, Alabama, Indiana, North Carolina, and others have recently tried to implement statewide immigration laws, even though Supreme Court precedents grant only the federal government the power to control immigration law. For well over a century, since Congress first passed comprehensive immigration legislation, it has been firmly established that the federal government has exclusive reign over immigration and nationality law. As the Court stated unequivocally in *De Canas and Bica* (1976), "power to regulate immigration is unquestionably exclusively a federal power." Therefore, the US government enforces immigration laws without interference from the states (Martinez, et al., 2015).

In Africa, data shows that migration trends are such that a large number of migrants cross borders within the continent with fewer migrating from the continent to the rest of the world. For instance, between 2015 and 2017, the number of African international migrants living within the region jumped from 16 million to around 19 million whereas those moving outside the continent only increased from around 16 million to 17 million (McAuliffe & Kitimbo, 2018). Following such illegal immigrants, various measures have been taken in both developed and developing countries to ensure there is minimal or no illegal immigrants. Some of these measures include addressing potential irregular migration before the migrant arrives in the host country; enhancing border management at the external borders; detecting entry of irregular migrants onto the country's territory; monitoring, and ensuring migrant compliance with the respective conditions of their visa and other permission to stay in a country in order to avoid overstay (Msokwe, 2018).

In South Africa, the reasons for Zimbabweans migrating to South Africa are demonstrated as social systems; the economic and political conditions in Zimbabwe, attraction and push aspects and the conditions in post-apartheid South Africa. Social network is also supported by Nyandoro (2016), who defines migrant networks as sets of interpersonal ties that connect migrants, former migrants and non-migrants in the origin and destination areas over ties of affiliation, companionship and shared community of origin. They include the flow of new migrants from their area of origin to the destination area and the contrary flow of previous migrants returning home (DeJager & Musuva, 2016).

In Tanzania the history of the development of public services delivery in the immigration department started with the enactment of the immigration ordinance of 1924 under the then Tanganyika British colonial rule. The law was used to manage migration matters up to 1948. In 1949, the department came to be known as the immigration and passport department as an independent department. Immigration services such as passports, citizenship, visa, and residence permits were the main mandate of the department. As services were in paper form, a range of application forms and procedures had to be completed for a customer to apply for services. Passports were issued in handwritten booklets, which varied in size as time went on (Kipingu, and Shayo, 2021).

Over the past years, Tanzania witnessed a number of arrests of immigrants from the Horn of Africa on transit to South Africa. All these people were entering the country illegally ignoring the proper procedure set out by the laws of the country. The major means of transportation listed are buses. However, there are other extreme inhuman means of transportation in cargo trucks and containers. The conditions over which these immigrants are transported is very poor. These immigrants are piled up in cargo tracks like a flock of animals and many have met untimely death because of the harsh conditions to which they are subjected to (Kashindye, 2014).

For example, in 2017 there were 1,356 illegal immigrants, while in 2018, 2019, 2020, 2021, 2022, and in the year 2023 there were 1,798, 3,705, 4,991, 1,735, 3,502, and 4,765 respectively. These patterns of illegal immigrants in Tanzania are traced at borders. For instance, explains that the immigration border officials in Tanzania are facing an uphill task to contain a growing wave of illegal immigrants from Ethiopia and Somalia. In case of Ilala District in 2020, 2021, 2022 and 2023 there were 356, 440, 429 and 379 respectively. This leads to these immigrants to enter Dar es Salaam illegally which might lead to socioeconomic problems.

A. Statement of the Problem

The Department of Immigration Services in Tanzania faces significant challenges in managing illegal immigration, despite its mandate to regulate and oversee immigration processes. Recent statistics indicate a troubling trend: reports from the United Nations suggest that illegal immigration cases in Tanzania have increased from 1,356 in 2017 to 4,765 in 2023 (United Nations, 2023). This rising influx of illegal immigrants, particularly in the Ilala immigration office in Dar Es Salaam, raises critical concerns regarding national security and social stability. In Tanzania the Department of Immigration Services is vested with powers to handle immigration issues in the United Republic of Tanzania. Department of Immigration through the current legal framework and machinery is working hard hand in hand along the Borders and Ports to ensure legal entry of immigrants from abroad.

Several factors contribute to this escalation. The ongoing political unrest in neighboring countries, such as Burundi and the Democratic Republic of Congo, has resulted in an influx of refugees seeking safety in Tanzania (Msoline, 2020). Additionally, socio-economic challenges, including poverty

and unemployment, compel individuals to migrate illegally in search of better opportunities (Mau & Guyo, 2014). Furthermore, internal assessments reveal that leadership within the immigration department is lacking in key competencies necessary for effective management of immigration issues. Reports indicate that poor coordination, inadequate training, and limited resources hinder the department's ability to implement effective policies and security measures (Flores & Jimenez, 2022). Tanzania has been receiving immigrants from various countries including Burundi, the Democratic Republic of Congo, Rwanda and Uganda. Thus, the country has, for years, been experiencing a mixed migratory flows (IDM-Workshop, 2016). Some have been legal and others illegal migrants.

Various cases drawn from Tanzania show that the trend of illegal immigration has been increasing with time and place. By referring to the Division of The United Nations Department of Economic and Social Affairs as read in the Immigration newsletter (2023) and Annual Immigration reports (2018), illegal immigration in Tanzania has been increasing. Despite the existence of laws and regulations aimed at curtailing illegal immigration, the continued rise in cases suggests a critical gap in leadership practices. This study aims to investigate the effectiveness of leadership in the immigration department, focusing on its impact on the prevention of illegal immigration in Ilala. By assessing leadership competencies, compliance with legal frameworks, and the effectiveness of security measures, the research seeks to identify areas for improvement that can enhance the department's capacity to manage immigration effectively.

B. Research Objectives

1. To assess the leadership competencies of immigration department officials in Ilala immigration office.
2. To evaluate the compliance of the immigration department in Ilala immigration office.

2. Literature Review

Schotter et al., (2017), conducted a study on boundary spanning in global organizations. In their study they revealed that one prominent area of research has focused on the strategic thinking and decision-making skills of immigration department leaders. Scholars have emphasized the importance of these officials' ability to analyze complex, often politically-charged situations, identify critical issues, and formulate effective strategies that balance competing priorities and stakeholder interests. Effective leaders in this domain must possess the capacity to anticipate challenges, weigh alternatives, and make timely, well-reasoned decisions that uphold the integrity of the immigration system while also addressing the diverse needs of applicants and communities.

Villaseñor, (2020), conducted a study on navigating the "bureaucratic maze": Immigrant integration and the role of community-based organizations. In their study they revealed that communication and interpersonal skills of immigration department leaders. These competencies are crucial, as these officials must frequently engage with a wide range of

stakeholders, including government entities, advocacy groups, and individual immigrants, often in high-stress and emotionally-charged environments. Effective leaders in this domain must demonstrate the ability to convey information and directives clearly and persuasively, while also listening actively, providing constructive feedback, and fostering open dialogue to build trust and collaborative relationships. Given the constantly evolving policy landscape and the diverse needs of immigrant communities, these leaders must be willing to adjust their approach based on changing circumstances and follower needs, and remain open to new ideas, diverse perspectives, and innovative solutions (Villaseñor, 2020; Cerna, 2014).

Alpes, and Spire (2014), conducted a study on dealing with law, dealing with clients: Immigration bureaucracy and the values of good administration. In their study they found that effective leadership has underscored the significance of problem-solving and critical thinking skills among immigration department leaders. Effective leaders in this domain must possess the ability to identify root causes, generate creative options, and implement practical solutions to address the complex challenges and ethical dilemmas that often arise in the immigration context. Emotional intelligence and self-awareness have also been identified as crucial leadership competencies for immigration department officials. These attributes enable leaders to better understand their own strengths, weaknesses, biases, and triggers, and to manage their emotions, empathize with others, and build genuine connections with diverse stakeholders.

Schotter et al., (2017), conducted a study on Boundary spanning in global organizations. In their study they revealed that effective leadership must have vision, influence, and talent development as key leadership competencies for immigration department officials. Effective leaders in this domain must be able to articulate a clear, compelling vision, inspire others to commit to it, and mobilize support to drive positive change within the immigration system. Additionally, they must possess the capacity to identify, nurture, and empower high-potential individuals, and create growth opportunities to build a strong, capable workforce.

Kashindy, (2014) revealed that, Immigration services were determined by the Immigration Ordinance 1961. In 1963, the Parliament of Tanganyika enacted the Immigration Act No 41 of 1963. This was made to regulate immigration matters within an independent Tanganyika and remained in force until its repeal and replacement by the 1972 legislation. In spite of the union, Immigration and Citizenship laws were not harmonized until 1995, with the coming in to force of the Immigration Act No. 7 of 1995 and the Tanzania Citizenship No. 6 of 1995 and their subsequent Regulations.¹⁰ In lieu to that the influx of illegal immigrants still persist hence the research has tried to highlight the most crucial legal aspects to be considered so that the problem of influx of illegal immigrants in Tanzania can get a rid of.

Kashindy, (2014) conducted a study on the influx of Illegal Immigrants in Tanzania: The question of effective border control and the appropriateness of the law. In his study revealed

that, The East Africa Community Treaty, 1999 under Article 7 (1) (c) provides, the principles that shall govern the practical achievement of the objectives of the Community shall include inter alia the establishment of an export oriented economy for the Partner States in which there shall be free movement of goods, persons, labour, services, capital, information and technology. Article 104 (3) (a)-(c) of EAC Treaty provides for issues related to free movement of persons, labour, services, right of establishment and residence; whereby the Partner States shall as may be determined by the Council ease border crossing by citizens of the Partner States; maintain common standard travel documents for their citizens; and effect reciprocal opening of border posts and keep the posts opened and manned for twenty-four hours.

In Tanzania, for instance, it is a criminal offense for citizens to host foreigners knowingly or unknowingly whether they are legally or illegally residing in the country. However, the same citizens wish to move outside the country without possessing legitimate documents to facilitate their movement. It has become a tendency among individuals living in the border regions to search for improper ways to move outside the country or entering the country of origin. In order to overcome this trend, the Tanzania immigration department is trying to teach and deliver directives with the aim of reducing the influx. The former Principal Commissioner of Immigration Services explained to media that, Citizens and non-citizens must know that such procedures are not allowed as it is criminal offence under the Immigration Act of 1995 and its regulation of 1997” (Cooksey, 2016).

3. Methodology

This study was used a cross-sectional research design so as to help the study to get data at one point in time and the overall picture of the studied population. A cross-sectional research design is appropriate in determining respondent’s attitude, feelings and opinions on life experience. The target population consisted of the registered 85 respondents and researcher selected a total number of 70 respondents which were determined by using Sloven formula. This is because Sekaran (2003) advises that when a sample is too large then it could bring a lot of problem in terms of managing the respondents and proposed using a sample that is manageable by a researcher but also adequate enough to represent the target population included director/commissioner, immigration officer, border control officer, visa officer, document examiner, intelligence officer, legal advisor and administrative staffs. The researcher used Purposive sampling and simple random sampling in order to give equal chances to all the respondents to participate. In order to collect the data needed, the researcher used interview guide and questionnaire for collecting primary data and the questionnaire was closed ended that was developed objectives.

4. Research Findings

A. General Profile of the Respondents

In this section the researcher aimed at finding out characteristics of the population under study and their

livelihood to contribute to the theme of the study. Therefore, the section includes; gender, age and level of education.

1) Gender of Respondents

The study examined the gender distribution of immigration department in order to have clear picture of the contribution of each gender on prevention of illegal immigrants in Ilala immigration office, Dar Es Salaam-Tanzania. The findings from table 1 shows that, among the 70 (100.0) immigration department members involved, 48(68.5%) were male, while 22 (31.5%) were female. This implies that majority of the respondents were male which means that males were more willing to provide information concerning the study compared to female and also the specific nature of immigration issues often resonates more with male. Many men may have direct experiences related to employment opportunities, security concerns, and migration policies that affect their lives and livelihoods.

Table 1
Gender of respondents

Gender group	Frequency	Percent	Mode (Majority)
Female	22	31.5	
Male	48	68.5	Male (68.5%)
Total	70	100	

Source: Field Data, 2024

2) Marital Status of Respondents

The results in Table 2 below reveal that out of 70 respondents, 34 (48.5%) were married, while 19 (27.3%) of respondents were single, 4 (5.7%) were widowed, 6 (8.5%) were separated, and 7 (10%) of respondents were divorced. These findings reflect that the majority of the respondents were married, since they constituted the majority during the study. This suggests that a high number of married people in the organization helped to improve work performance. This is because married individuals are highly committed to their work, given the multiple responsibilities within families that motivate both husbands and wives to work hard.

Table 2
Marital status

Marital status	Frequency	Percent	Mode (Majority)
Single	19	27.3	
Married	34	48.5	Married (48.5%)
Separated	6	8.5	
Divorced	7	10	
Widow/Widower	4	5.7	
Total	70	100	

Source: Field Data, 2024

3) To Assess the Leadership Competencies of Immigration Department Officials in Ilala Immigration Office, Dar es Salaam-Tanzania

This section presents responses from immigration department about the leadership competencies.

The respondents agreed with a total mean value of 2.2257 and a standard deviation of .93082, respectively. This suggests that the majority of respondents agreed that leadership competencies revealed that immigration officials demonstrate robust decision-making skills, effective communication, and problem-solving abilities. The majority of respondents

Table 3
leadership competencies of immigration department

Leadership Competencies	1	2	3	4	5	Mean	Std. Deviation
Immigration department officials demonstrate strong decision-making skills when dealing with immigration-related issues	36	28	0	6	0	1.6571	.86620
Immigration department officials effectively communicate policies and procedures to the public	15	24	6	25	0	2.5857	1.18558
Immigration department officials exhibit problem-solving abilities when addressing challenges related to illegal immigration	28	20	4	18	0	2.1714	1.21550
Immigration department officials show a clear understanding of the legal and regulatory frameworks governing immigration	44	28	0	0	0	1.3714	.48668
Immigration department officials' ability to adapt their leadership approach to different situations and stakeholder needs	25	29	5	7	4	2.0857	1.16399
Immigration department officials actively seek feedback and input from various stakeholders to improve their leadership and decision-making processes	29	19	0	12	10	2.3571	1.51357
Overall Mean Value						2.0214	1.07125

Source: Field Data, 2024

Table 4
Compliance of the immigration department

Compliance of the Immigration Department	1	2	3	4	5	Mean	Std. Deviation
Immigration department's policies and procedures align with all relevant immigration laws and regulations	34	33	3	0	0	1.5571	.58075
Department's application and documentation requirements in line with legal requirements	29	35	0	6	0	1.7571	.84159
Department have a dedicated compliance officer or team to ensure adherence to rules and regulations	28	32	4	6	0	1.8286	.88418
Immigration department regular internal reviews and assessments of the department's compliance practices	17	41	0	7	5	2.1714	1.12895
Resources and manpower allocated to the immigration department sufficient to effectively address the issue of illegal immigration	6	6	5	31	22	3.8143	1.21932
Overall Mean Value						2.2257	0.93082

Source: Field Data, 2024

acknowledged that these competencies are crucial for navigating the complexities of immigration-related issues. Leaders in the department are not only equipped with the necessary skills but also actively seek feedback from stakeholders, enhancing their decision-making processes. The majority of respondents acknowledged that these competencies are crucial for navigating the complexities of immigration processes and issues. It is evident that leaders in the department are well-equipped to handle the demands of their roles, which often involve high-stakes decisions that impact both individuals and the community at large. Furthermore, the proactive approach of seeking feedback from stakeholders enhances their decision-making processes, fostering a culture of collaboration and responsiveness. The findings suggest that the immigration department's leadership is well-prepared to address the challenges it faces, ensuring that its operations are both effective and aligned with the needs of the community. This emphasis on strong leadership competencies is vital for the ongoing success and integrity of the immigration system in Ilala immigration office, Dar Es Salaam-Tanzania.

Here is what Immigration Officer said:

"I see firsthand how crucial effective communication is among our leadership. Clear and open lines of communication help us understand policies and procedures, ensuring that we can implement them consistently. Our leaders must convey information not only to staff but also to the community, fostering transparency and trust".

The above findings shows that open communication fosters consistency in how policies are applied because leaders maintain transparent channels for sharing updates and receiving feedback, it creates a unified approach among team members.

This consistency is vital in immigration work, where decisions can significantly impact individuals and families. By ensuring that everyone is on the same page, the department can uphold fairness and equity in its operations. These findings concurs with those of Nguyen (2021) emphasizes that when officials are well-informed about updates and changes to policies through regular communication, they can implement these policies uniformly. This consistency not only enhances the effectiveness of immigration management but also builds trust with the public, as individuals perceive the system as fair and reliable.

B. To Evaluate the Compliance of the Immigration Department in Ilala Immigration Office, Dar es Salaam-Tanzania

The second objective aimed at evaluate the compliance of the immigration department in Ilala immigration office, Dar Es Salaam-Tanzania.

The respondents agreed with a total mean value of 2.2257 and a standard deviation of .93082, respectively. This suggests that the majority of respondents agreed that immigration department's policies align well with relevant laws and regulations. Respondents expressed confidence in the department's adherence to legal frameworks, underscoring the importance of regular reviews and updates to ensure ongoing compliance. This commitment to legal standards fosters trust and transparency within the community. The evaluation of compliance within the immigration department in Ilala immigration office, Dar Es Salaam-Tanzania underscores a strong alignment between the department's policies and the relevant legal frameworks governing immigration. The study indicates that the majority of respondents have confidence in the department's adherence to immigration laws and

regulations. This compliance is crucial for maintaining the integrity of immigration processes and fostering public trust. Findings highlight the department's commitment to regular reviews and updates of its policies to ensure they remain in line with evolving legal standards. Such proactive measures not only enhance the department's legitimacy but also demonstrate its dedication to transparency and accountability. Evaluation reveals that the immigration department operates within a robust compliance framework, which is essential for effective immigration management. This adherence to legal standards not only safeguards the rights of individuals but also strengthens the overall trust of the community in the immigration system.

Here is what legal advisor said:

“Compliance with immigration laws and regulations is crucial for the integrity of the immigration department. It ensures that our operations align with national and international standards, protecting the rights of individuals while enabling effective enforcement of immigration policies”.

The above findings from interview denotes that compliance with immigration laws upholds legal standards that protect both the department and the individuals it serves. By operating within established regulations, the department can avoid legal repercussions, including lawsuits or sanctions that could arise from non-compliance. This adherence not only safeguards the department's reputation but also fosters a sense of accountability in its operations. These findings concurs with that of ohnson (2023), failure to adhere to immigration regulations can result in unauthorized entries and overstays, which complicate the enforcement of laws and can strain public resources. Ensuring compliance, therefore, is essential not only for protecting national borders but also for preventing the exploitation of individuals who may be seeking refuge or better opportunities.

5. Summary, Conclusion and Recommendation

A. Summary

Leaders in the department are not only equipped with the necessary skills but also actively seek feedback from stakeholders, enhancing their decision-making processes. The majority of respondents acknowledged that these competencies are crucial for navigating the complexities of immigration processes and issues. It is evident that leaders in the department are well-equipped to handle the demands of their roles, which often involve high-stakes decisions that impact both individuals and the community at large.

Respondents expressed confidence in the department's adherence to legal frameworks, underscoring the importance of regular reviews and updates to ensure ongoing compliance. This commitment to legal standards fosters trust and transparency within the community. The evaluation of compliance within the immigration department in Ilala immigration office, Dar Es Salaam-Tanzania underscores a strong alignment between the department's policies and the relevant legal frameworks governing immigration. The study indicates that the majority of respondents have confidence in

the department's adherence to immigration laws and regulations.

B. Conclusions

The study concluded that assessment of leadership competencies revealed that officials demonstrate strong decision-making skills, effective communication, and problem-solving abilities, which are essential for navigating the complexities of immigration issues. The majority of respondents recognized these competencies as crucial for addressing the challenges associated with illegal immigration. In terms of compliance, the study indicated a high level of adherence to relevant laws and regulations within the immigration department. Respondents expressed confidence in the department's commitment to maintaining legal standards, which is vital for fostering public trust and ensuring the integrity of immigration processes.

C. Recommendation

1. Firstly, it is essential to prioritize continuous professional development for immigration officials. Training programs should focus on enhancing leadership competencies, decision-making skills, and effective communication strategies. By equipping officials with the latest knowledge and skills, the department can ensure a more adaptive and responsive workforce capable of navigating the complexities of immigration issues.
2. Secondly, fostering stronger community engagement is crucial. The immigration department should implement outreach initiatives that involve local stakeholders, community organizations, and the public. These initiatives can raise awareness about immigration laws and the importance of compliance, creating a shared sense of responsibility among community members. Engaging the community will also facilitate information sharing and support for immigration enforcement efforts.
3. Additionally, the department should strengthen its compliance mechanisms by regularly reviewing and updating policies to align with legal standards and community needs. This proactive approach will help maintain public trust and ensure that officials are equipped to handle evolving immigration challenges effectively.

Acknowledgments

I begin with by thanking Almighty God for his grace throughout my academic studies to accomplish my dissertation. This dissertation has come about due to the support and invaluable contribution of number of individuals. I cannot mention all of them but a few deserve a mention.

First of all, I would like to thank my supervisors, Dr. Kassim Rashid Kiliza and DR. Lucas Kisasa for the constructive inputs shaped my thinking towards academic research. I wish to appreciate intellectual inputs and constructive comments from other lecturers like Dr Bernard Oyagi, Dr. Kashaga, Dr. Masha,

Dr Ligangasi for their constructive comments and intellectual inputs.

With much respect I would like to extend my profound gratitude to the management of KIUT for their support during my studies and my fellow students for their support and encouragement towards the success of my studies.

References

- [1] Smith, J., & Choi, L. (2021). The impact of immigration law compliance on public trust. *Journal of Public Policy*, 10(4), 210-225.
- [2] Valdez, R., & Ramirez, I. (2023). Fostering a culture of professionalism in immigration enforcement. *Homeland Security Affairs*, 19, 1-20.
- [3] Flores, J., & Jimenez, E. (2022). The Impact of Corruption on Immigration Enforcement: A Comparative Analysis. *International Migration Review*, 30(4), 789-816.
- [4] Magweiga, R. S., & Urassa, J. K. (2017). Factors contributing to irregular migration: A case of Kasulu District, Tanzania. *Journal of African Studies and Development*, 9(5), 67-81.
- [5] Diver, C. (2017). A journey towards integration: An analysis of the roles and responsibilities of local and central governments in New Zealand to migrants and refugees through public policy 2000-2016 (Doctoral dissertation, Open Access Te Herenga Waka-Victoria University of Wellington).
- [6] Walker, J. K. (2023). Paving a new pathway to permanent residency: a canadian-inspired proposal for international students, undocumented immigrants, and the United States. *Ind. Int'l & Comp. L. Rev.*, 33, 323.
- [7] Martinez, A., & Rodriguez, L. (2021). Navigating the complexity of illegal immigration: Challenges and Solutions. *Journal of Immigration Policy*, 18(1), 30-47.
- [8] Msokwe, D. (2018). The challenges facing the management of immigration in Tanzania and Zambia: A case of Tunduma and Nakonde.
- [9] De-Jager, N., & Musuva, C. (2016). "The influx of Zimbabweans into South Africa: A Crisis of Governance that Spills Over." *Africa Review*, 8(1): 15-30.
- [10] Kipingu, M. K., & Shayo, D. P. (2021). Technology and Immigration System: A New Paradigm for Improving Government Service Delivery in Tanzania. *Pan African Journal of Governance and Development (PJGD)*, 2(2), 81-106.
- [11] Kashindy, L. U. C. A. S. (2014). The influx of illegal immigrants in Tanzania: The question of effective border control and the appropriateness of the law. *Mzumbe University, Tanzania*.
- [12] Schotter, A. P., Mudambi, R., Doz, Y. L., & Gaur, A. (2017). Boundary spanning in global organizations. *Journal of Management Studies*, 54(4), 403-421.
- [13] Villaseñor, I. (2020). Navigating the "bureaucratic maze": Immigrant integration and the role of community-based organizations. *Journal of Ethnic and Migration Studies*, 46(1), 190-206.
- [14] Alpes, M. J., & Spire, A. (2014). Dealing with law, dealing with clients: Immigration bureaucracy and the values of good administration. *Law & Social Inquiry*, 39(4), 671-693.
- [15] Schotter, A. P., Mudambi, R., Doz, Y. L., & Gaur, A. (2017). Boundary spanning in global organizations. *Journal of Management Studies*, 54(4), 403-421.