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Master's Thesis of Public Administration

**A Study on Problems of Public
Service Reforms in Human
Resource Development in Tanzania:
A Case Study of Dodoma Municipality**

탄자니아의 인적자원개발을 위한
공공개혁의 문제점에 관한 연구:
도도마 지역의 사례를 중심으로

August 2013

Graduate School of Public Administration

Seoul National University

Public Administration Major

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**A Study on Problems of Public
Service Reforms in Human
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Submitting a master's thesis of Public Administration

April 2013

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. ABSTRACT

This research aimed at investigating the Problems of Public Service Reforms Program in human resources development in Tanzania, taking the case of Dodoma Municipal staff as a case study. The specific objectives of this study were to assess the modus operandi of the system, perceptions of staff on Public Service Reform Program, Staff Training and challenges facing the Public Service Reform Program in the public sector.

In order to study problem, triangulation of research design was made. In which both the case study and cross sectional design were used. The study used a sample of 104 respondents whom were staff that were sampled randomly. The data collection was done through survey and interviews where questionnaires were used. The pilot study was carried out before embarking on a comprehensive data collection. The data analysis was made through the use of SPSS.

Based on the study it was found first the Public Service Reform Program has been operating in a rush way and its impacts have been questionable due to political pressure and low response from staff. .

On the other hand the reforms have been faced with a number of challenges including high operational costs, lack of loyalty for the new staff and high turnover for the new staff.

It was therefore recommended that the government devise the recruitment policy to be able to improve service delivery and minimize costs. In addition, the government should empower the district to carry out the

recruitment process according to the goals of the Development by Devolution (D by D) policy.

LIST OF ABBREVIATIONS

PSRP- Public Service Reforms.

LGA'S- Local Government Authorities.

D by D- Development by Devolution.

DED-District Executive Director.

SPSS-Statistical Package for Social Science Research.

DMC-Dodoma Municipal Council.

NPM- New Public Management.

CSAR-Civil Service and Administrative Reform.

LGRP-Local Government Reform Programme.

URT-United Republic of Tanzania.

CSD-Civil Service Department.

PMO RALG-Prime Ministers Office Regional Administration and Local Government.

1 CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Public Service Reforms is a strategy used to address malfunctions in the operations of the public service with a view to transforming the public service into an efficient and effective outfit. Such malfunctions are caused by a number of factors, which include: Poorly designed organization structures that do not support effective delivery of the organization's mandate, Unnecessary processes which cause delay in service delivery, Policies and legal framework that undermine efficiency in service delivery, Inappropriate capacity of the human resource in terms of number, skills, experience, and attitude, Inappropriate or inadequate equipment and information systems, Organization culture which does not support sense of accountability; team work; productivity; and sense of belonging and commitment by staff to drive the organization to excel in its mandate and Poor leadership, which is incapable of inspiring the workforce to identify with the organization, create a visionary, empowered and motivated team(Shawn, 2006:143) ¹. This programme is spearheaded by President Office Public Service Management, The implementation of the programme started in the year 2000, with the main focus to improve Ministries, Departments, and Agencies(MDA's) service delivery and regulatory functions through a more efficient Public Service; PMO-RALG is among the ministries that receive funds to improve its services through PSRP funds for the purpose of improving service delivery; The main goal of PSRP is to help MDA's deliver improved services(In terms of quality,

timeliness and efficiency); Implement relevant priority policies and establish a predictable and well regulated environment for private sector growth and social development.

Using the public service reforms process, an organization defines its vision in line with the national vision and then draws up appropriate strategies to achieve the vision. Development of the strategies should include review of the organization's processes, structures, policies and legal framework to identify areas of malfunction. Appropriate interventions are then developed to address the malfunctions within the reforms framework.

Public Service reform started as conditionality among many donors extending development grants or loans to the countries. Introduction of the reforms in the formative years was therefore seen as an imposition upon the developing countries by the western world institutions; consequently, many PSRP's are yet to come out of the legacy of fragment and externally driven projects. Many countries not being sure of the consequences of reform resorted to pilot reform measures such as the piloting of ministerial rationalization in a few ministries without realization of the desirable outcomes (Kithinji Kiragu and H.L Mambo 2001).²

Human resources are the most important assets of an organization. The success or failure of an organization is largely dependent on the caliber of the people working therein. Without positive and creative contributions from people, organizations cannot progress and prosper. In order to achieve the goals or the activities of an organization, therefore, they need to recruit people

with requisite skills, qualifications and experience. While doing so, they have to keep the present as well as the future requirements of the organization in mind. Human resource development is arguably the most important of human resource functions. For economic activity to take place, the sourcing of people to provide energy, creativity and international activity is essential.

All our successes and all our failures in Human resource management stem from the quality of the people in the organization (Shawn, 2006:143).³

Most of the African states soon after independence in the early 1960s struggled to fill in vacant positions by training their local people. This is because colonial governments did not develop enough and competent personnel to take over their positions after independence. Mutahaba et al (1993:32) emphasizes on the above point that “the colonial powers in Africa were not keen on developing a local cadre of qualified personnel to take over the administrative responsibilities upon their departure. In almost all countries, at independence the nationals occupied a fraction of the posts in the establishment, and were mainly in the lower and middle levels. For example, throughout the decade of the 1960s, the government of Tanzania had little real choice but to continue to employ substantial numbers of expatriates in the middle and senior ranks in all sectors of the economy.

The subject of reform of the Public Sector is the most recent phase of which, sometimes referred to as the New Public Management Revolution, has been characterized by an emphasis on private markets rather than Public bureaucracies as the best basis for service delivery has an international

dimension. The decentralization and centralization of Public Services have important legal and constitutional implications particularly in relation to issue of accountability (Dawn and Gavin Drewry;1996:17);

In Britain where there is no Codified Constitution, where the civil service has no statutory basis and where Central Government is run largely on the basis of the royal prerogative and ministerial fiat; these implications have been largely ignored, According to this view, the role of Governments is “steering not rowing”, empowering communities and not simply delivering services; encouraging competition rather than monopoly; focusing on outcomes rather than inputs; meeting the needs of the “Customer” not the bureaucracy; decentralization of authority and solving problems by “leveraging” the market place, rather than by creating Public Programmes(Osborne and Gaebler;1992) with the benefit of hindsight we can identify three broad techniques in Public Service reform in United Kingdom; empowering the Consumer; Government by Contract and taking the politics out of Public Service provision, In terms of accountability; the combined effects of these techniques could be summarized as reducing the level of Political accountability for services and increasing the use of market mechanisms and consumer power as ways of imposing accountability.

Different Political parties attach different weights to different variables and have different values, priorities and interest. So if we were to suggest; for instance, that recent reforms have attached “too much” importance to saving cost and “not enough “to maintaining the quality of

service, we would be taking sides on issues at the heart of current party political debate.

Public service reforms is usually thought of as a means to an end; not an end in itself. To be more precise we should perhaps say that it is potentially a means to multiple ends. These include making savings (economies) in public expenditure, improving the quality of Public Services; making the operations of government more efficient and increasing the chances that the policies which are chosen and implemented will be effective. On the way to achieving these important objectives; public management reform may also serve a number of intermediate ends; Including those of strengthening the control of politicians over the bureaucracy; freeing public officials from bureaucratic constraints that inhibit their opportunities to manage and enhancing the Government's accountability to the Legislative and the Citizenry for its policies and programmes (C.Pollit and G.Bouckaert:2004:6) last but not least; one should mention the symbolic and legitimacy benefits of Management reform. For Politicians these benefits consists partly of being seen to be doing something.

Announcing reforms, criticizing bureaucracy, praising new management techniques, promising improved services for the future, restructuring ministries and agencies all these activities help to attract favorable attention to politicians who espouse them.

In any organization human resource policies are important to maintain and enhance productivity and effectiveness of the workforce. These policies must have the set of well-defined guiding principles, among others on human

resource development. A clear policy on the above aspects attracts new employees and retains the existing labour force (Shangali, 2009).

Therefore this study wants to investigate the Problems of the public service reforms on the human resource development among Tanzanian public institutions and in particular.

1.2 Statement of the Problem

Many countries such as China, Kenya and Tanzania in particular has undergone through a number of public sector reforms. Most of these reform aim at increasing either human resources development or productivity of economic growth. Of particular interest are the public sector reforms that focus on human resource development (Lumbanga, 1995: 12).

However, much human resource related reforms do not seriously focus on how to develop human capital that can eventually be productive. This has been revealed where in most cases employees stay for a long period of time without being trained. This reduces not only the ability of workers to cope with global changes but also on their ability to become productive. In addition, the failure to update the skills of workers may crease skills obsolescence of which is challenge in the labour market.

There are deliberate efforts being undertaken to deal with human resource development. These include capacity building among different cadres on the emerging issues, introducing course to some institution on the reform programs. However, there is no evidence to prove the effectiveness of the public service reforms program with particular focus on human resource development. Therefore, this study is aimed at finding out the perception of

workers on the public service reforms program and determines the challenges that face the reforms.

1.2.1 Research Objective: General Objective.

The main objective of this study was to investigate the workers perception on the contribution of PSRP on human resource development and analyze the challenges facing the reforms on human resource development.

1.2.2 Specific Objectives

- i. To examine the modus operandi of the PSRs in relation to human resource development
- ii. To assess workers perception on the contribution of PRSP's to human resource development
- iii. To determine the challenges facing the PSRP's in relation to human resource development.

1.3 Significance of the Study

The study will be of great importance to the Local Government Authorities as the main employer and to the communities that are served by the LGAs as it will explore the challenges that face the on -going PSRP's and thus be able to come up with recommended good model to be used in human resources development in LGAs. In addition, the study will contribute to the existing national policies, strategies and laws on how to improve the human resource development and hence the human capital contribution to the economic growth.

2 CHAPTER TWO: LITERATURE REVIEW

2.1 Overview

‘Reform’ is used to describe many changes from minor adjustments to management arrangements to fundamental changes in ownership, governance and management arrangements. Building capacity to deliver services and reduction in capacity to correct fiscal imbalances is both described as ‘reform’ in the official reports that accompany the changes.

In this paper, ‘reform’ is used to describe the range of processes, but genuinely reform can be defined as change that either produces a measurable improvement in services or a noticeable change in the relationship between institutions of the state and the citizens: hence a reform that changes the way in which civil servants are paid that has no impact on services or on the way those civil servants relate to the citizens would not be counted as a genuine reform.

Decentralization in most developing countries arose in the 1970s out of the dissatisfaction with the centralized systems of national planning and administration that were the by-products of former colonial systems. These systems had been emphasized in the 1950s and the 1960s during the struggle for independence. The 1970s saw a need to involve more people in the planning and decision-making process, and to direct planning to people’s needs.

In the 1990s the World Bank regarded decentralization as a necessary part of structural reform to promote efficient use of resources and to address local needs of developing countries. Thus, Golola (2003:256) argues that ‘the

process of decentralization in sub-Saharan Africa has coincided, and perhaps even dictated by, efforts by the donor community to reorient aid policies’.

Apart from these internal and external donor pressures for countries to decentralize, globalization played a major role in the decentralization movement. Decentralization comes as a response to the global demand for equity, accountability and efficient service delivery. Decentralization is opposed to centralized government systems, which had minimal responsiveness to local needs.

It is argued, therefore, that decentralization makes possible speedier and more responsive public service attuned to local or individual needs. It enhances efficiency, through reduced bureaucracy (Pollit, Birchall and Putnam 1998:1). Muriisa (2007), argues that decentralization offers two main benefits to the people; freedom to access and freedom to decide.

The former implies that decentralization enables people to voice their needs and to access certain resources through their representatives. The latter implies that within a decentralized framework, people take autonomous decisions without influence from the central government.

According to Turner and Hulme (1997), through delegation within organizations and coordination between organizations, improved decision-making and greater efficiency and effectiveness are promoted. According to Braun and Grote (2000), participatory local governments are more responsive to local needs, elected officials are more accountable and responsive to the people than officials of central governments, and people are more involved in decision-making. Golola (2003:259) presents four main objectives of

decentralization, and all have improved service delivery as their main component: (1) to transfer real power to the districts and therefore to reduce the workload of officials at the center; (2) to bring administrative and political control to the point where services are delivered; (3) to improve financial accountability through establishment of clear links between tax payment and service provision; and (4) to improve the capacity of local councils to plan, finance and manage the delivery of services to their constituencies.

Hutchinson (1991) reviews a number of country experiences with decentralization. In Mexico, decentralization was seen as strengthening operational efficiency and management of health services at the level of state governments and to link planning of the health services more closely to overall national planning of the country. In Papua New Guinea, decentralization was a method of creating regional autonomy with a view to increasing appropriate responses to local needs and quicker decision-making.

In Tanzania, decentralization aimed at increasing participation of the people in planning and improving coordination between the relevant agencies, reducing duplication of services and making more effective use of the available resources. In addition to that, the decentralized system had a number of challenges including, failure to get employees for remote areas, high costs incurred by LGAs in recruitment process in terms of advertisement and sitting allowance, nepotism and new employees used this system as an opportunity to get money but they used to go elsewhere to find the same job (Prime Minister's Office-Regional Administration and Local Government, 2011).

In South Africa, decentralization was employed as a means of redressing past inequities created by the apartheid regime. Kayizzi-Mugerwa (1998:36) argues that the main objectives of decentralization in Uganda are increased democracy, accountability and responsiveness, and the improved capacity of the local people to participate in the decision-making process, especially with regard to service delivery, and to promote local ownership of the programmers.

Faguet (2000) shows that in Papua New Guinea decentralization increased popular participation in government and improved the planning, management and coordination capacity of provincial administrators. In Senegal and New Zealand, decentralization attempted to bring services nearer to people.

In the discussion above, I have pointed out that decentralization aims at addressing people's needs at the grassroots. It has to be added, however, that decentralization is still ongoing in many countries. Based on the above challenges of decentralized recruitment process there are measures that can be used to identify levels of achievement, namely, efficiency, economy, effectiveness, performance and accountability.

Public Service means the system or organization entrusted with the responsibility of overseeing the provision or directly providing the general public with what they need from their government or any other institutions on behalf of the Government as permissible by laws; and include the service in the civil service, the teachers service, the local government service, the health service, the immigration and the fire and rescue service, the executive

agencies and the Public Institutions service and the operational service(Public Service Regulation;2003)

Efficiency: According to proponents of decentralization, it promotes efficient allocation of resources. Efficiency measures the extent to which output is maximized using minimum resource inputs. Two types of efficiency may be considered: a locative efficiency, which considers a match between public service and local needs, and productive efficiency, which considers a match between provision of the public service and its costs, improved accountability and reduced levels of red tape (Akin, et al, 2001).

Public Management Reform: consists of deliberate changes to the structures and processes of public sector organizations with the objective of getting them(in some sense) to run better(Christopher Pollit and Geert Bouckaert 2004:8),structural change may include merging or splitting public sector organizations(creating a smaller number of big departments to improve coordination or a larger number of small departments to sharpen focus and encourage specialization).Process change may include the redesign of the systems by which applications for licenses or grants or passport are handled, the setting of quality standards for health care or educational services to citizens, or the introduction of new budgeting procedures that encourage public servants to be more cost-conscious and/or to monitor more closely the results their expenditures generate. Management reform frequently also embraces changes to the system by which public servants themselves are recruited, trained, appraised, promoted, disciplined, and declared redundant.

Economy: This refers to the production using the cheapest means. In competitive tendering, it is assumed that resource inputs are obtained from the cheapest source while services are provided by the lowest bidder (Akin, et al, 2001).

Effectiveness: This measures the extent to which the original objectives and policy goals are achieved. It has to be emphasized that the above measures are not isolated from each other but rather affect and impinge on each other. For example, increased economy may be achieved with loss of effectiveness and efficiency. Thus an increase in school enrolment without a corresponding increase in recruitment of teachers may lead to loss of effectiveness because some children may lack sufficient attention (Kayizzi-Mugerwa 1999)

Accountability: With regard to decentralization, accountability concerns the one to whom the officials account. There are two forms of accountability: political accountability in which the elected representatives account to their electorates, and administrative accountability, or the extent to which managers and leaders achieve set targets. Usually, the focus is on the extent to which targets are achieved within the limits of the budget (Kayizzi-Mugerwa, 1999).

Training: with regard to Reform, Reid and Barrington (1994:17) define Training as a “Planned process to modify attitudes, knowledge or skill behavior through learning experience to achieve effective performance in an activity or range of activities.” Training tends to be a short process on a specific topic, with specific learning outcome. It facilitates learning by

focusing on implementation and Job Performance. Training at Work (Porter; et al.2005):-Increase Performance and Productivity, Develops employee's potential, Improves morale and quality, leads to improved Customer Satisfaction and Reduces need for supervision and saves cost in the long run.

In Tanzania Training has been facilitated by Public Service Act No.4 of 2002 which encourages every public servant to study but due to budget constraint mostly On the Job Training is conducted to the employees of the Public Service, according to the Public Service Schemes of Tanzania of 2000, An Employee cannot be promoted from one position to another without obtaining a certain level of education in a specified time this is done in order to monitor and improve public service performance.

Training at work has its roots in Industrial Revolution when employees needed to be trained in order to be more effective in their output. Since the industrial Revolution, Training has changed considerably. The decline of manufacturing and the rise of service industry shifted the focus of training from manual skills to knowledge, learning and employee development.

In the late 1990's; UK found itself in a position where its European Counterparts were ahead of the game in employee Training. As a response, Labour Government generated the lifelong learning initiative to encourage organizations to train its employees; this initiative was also supported by the Trade Unions, In Tanzania Shortly after Independence in 1961 the number of Tanzanians who were having enough education to take the vacancies left by the Europeans were very few in such a way that it necessitated Tanzania

Government to take Many Tanzanians for the studies abroad and also Expatriates of different cadre were invited to teach different Tanzanians in different schools from the Secondary Level to University level so that they can have capacities to take over the vacancies left by the colonialist from that time the number of Tanzanians with the university education tremendously increased.

Since the late 1990's various initiatives and schemes have been introduced to the work environment such as Welfare to work, Learning and Skills Council, Skills strategy and Investors in People standard in particular that had positive effects on the training of employees across UK (Porter et al 2005).

Perception: The process by which people translate Sensory Impressions into a Coherent and Unified View of the World around them or is the process by which individuals organize and interpret their sensory perceives in order to give meaning to their environment(Chester A.Newland 1989) Perception is selective, Factors which influence perception includes, Factor in the perceiver includes motives,attitudes,interest,experience and expectation, Factors in the situation includes time, work setting and social setting and factors in the target includes novelty, motion, sounds, size, background, proximity and similarity. Though necessarily based on incomplete and unverified (or Unreliable) Information; Perception is equated with reality for most practical purposes and guides human behavior.

The self-perception theory was first developed by Psychologist; Daryl Bern; People decide on their own attitudes and feelings from watching

themselves behave in various situations. This is particularly true when internal cues are so weak or confusing they effectively put the person in the same position as an external observer.

Self-perception theory provides an alternative explanation for cognitive dissonance effects. To analyze what you perceive will be greatly influenced by many factors including your past experience, feelings, imagination, values, memories, beliefs and your cultural setting. Because the content and degree of these influences will be different for everyone; the same object or event can be perceived very differently by different people. This is why perception is not reality.

In Tanzania reforms were perceived by different views with the Public Servants some with positive views as a nice program for the Public Service in order to improve work performance and others with the negative view as the move to satisfy donor countries in order to please them to bring more aid to the Government of Tanzania, both of the arguments have some valid reasons but this is due to the attitude, interest, experience and expectations of individual employees! In reality reforms helped a lot to improve human resources in the Government of Tanzania.

2.1.1 Public Sector Reform Programmes: Motives and Effects

The centralised phase: pre-1982

Tanzania has a unique post-colonial history of early implementation of socialist reform policies following the Arusha Declaration of 1967. The period spanning from the colonial period through the post-colonial period to

1982 was characterized by strong centralisation and parallel lack of a local government system in its real sense(Othman and Liviga, 2002)

All production and distribution of economic and social services, such as health and education, were centrally managed. The socialist reforms that were implemented following the Arusha Declaration were meant to, among other things, reorganize the government administration to facilitate the implementation of the post-independence policies, such as massive investment in education and health infrastructure, and the creation of village cooperative farms (ibid).

However, the effectiveness of socialist reforms was limited, and the intentions in of the Arusha Declaration policies to decentralize power and authority to local communities were impossible following the 1972 parliamentary act. The 1972 Act centralized power and authority even further to the government, despite some degree of de-concentration of tasks from the Centre to the regions. In effect, the existing weak local governments at the district level were removed by the 1972 act. From 1972 onwards, all matters related to the management of public servants, including the recruitment and distribution of workers, were controlled by the central establishment office, known since the early 1990s as the Civil Service Department (CSD) (Munga et al., 2009)

In the health sector, one of the main challenges faced by the government was the recruitment and distribution of workers. A serious mismatch between local needs for human resources and the number of

workers allocated to the districts by the central government was among the main problems that were expected to be addressed when Tanzania turned towards a more decentralized structure of government.

The decentralization phase to 1982

Over the last two decades there appears to have been a huge amount of public management reform. It is difficult to be certain there are no readily available, common and commensurable units in which we can count and compare what has been happening. Yet the present authors share, with many other commentators(eg.Christensen and Laegreid 2001; Kettl 2000), an impression of a wave of reforms across many countries. Of course, there was also reform in earlier periods(see,e.g.Bouckaert 1994; Konig 1996, pp.44-5, Pollitt 1984, Savoie 1994). However, the changes since 1980 have in many countries been distinguished by an international character and a degree of political salience that mark them out from the more parochial or technical changes of the preceding quarter century. In some countries there have been deliberate attempts to remodel the state. In many countries reform has been accompanied by large claims from politicians to the effect that wholesale change, with sharp improvements in performance, was both desirable and achievable. To put it more colloquially, there has been more ‘hype’ about administrative change, in more countries, more or less simultaneously, than ever before. If this impression is even approximately correct, then one question must be ‘Why?’ What are the forces driving the reformers? Is this just a policy fashion or are there deeper influences at work? Why is it that, on the

one hand, many countries have participated in the stampede to remodel their public sectors while, on the other, some have been much more cautious? How can we explain both the similarities and the differences between what has happened in this country as compared with that?

During the early 1980s, Tanzania prepared the ground work for major decentralization reforms. The following six important pieces of legislation were passed in 1982 [31-36]: a) the Local Government (District Authorities) Act Number 7 of 1982, b) the Local Government (Urban Authorities) Act Number 8 of 1982, c) the Local Government Finances Act Number 9 of 1982, d) the Local Government Services Act Number 10 of 1982, e) the Local Government Negotiating Machinery Act Number 11 of 1982) the Decentralization of Government Administration (Interim Provisions) Act Number 12 of 1982. These parliamentary acts aimed at instituting the local government with democratic structures and institutions that had been paralyzed by the 1972 Parliamentary Act [30](URT,1999).

Decentralization gained further momentum from the mid-1990s and onwards within the framework of the Local Government Reform Programme (LGRP) that was charged, among other things, to ensure that districts had relevant and capable structures of governance to manage their own affairs. Under this arrangement, management of staff was expected to be decentralized so that local government authorities could appoint, develop and discipline their own staff.

To prevent unnecessary political interference in the recruitment processes at the district level, the Public Service Act of 2002 and the Public

Service Regulations of 2003, inter alia, reduced the number of district council members needed to form the Employment Board (currently there is only one member of the district council in the board). From 1982 to 2002, the Finance and Planning Committee, largely composed of local politicians, had been the main body charged with the management of recruitment at the district level so as to strengthen the role of technocrats in matters related to the recruitment of workers at district level. Unnecessary political interventions in matters related to recruitment of workers were expected to be reduced.

While the law provides the mandate to districts to manage the recruitment of workers, several central government departments continued to have key roles in the management of workers at the local government levels such as : a) the Ministry of Finance approves districts' budgets and sets guidelines for the spending of locally mobilized financial resources as well as central government allocations, b) the Civil Service Department has a central role in approving employment permits in collaboration with the Public Service Commission.

Practically, the human resource development in the context of decentralization is supposed to take place hand-in-hand with the budget process both at the local and central government levels. The estimates indicating the numbers and types of workers, and the associated costs (personnel emoluments), are discussed and recommended by all the local governments' committees before they are tabled at the full District Council for endorsement.

After agreeing upon the number and type of workers (e.g. cadres of health workers) to be trained in a particular financial year, the budget estimates are presented to the Civil Service Department for approval and processing of employment permits. At this stage, the Civil Service Department either endorses the estimates or adjusts them depending on what has been centrally approved by the Ministry of Finance in the budget for the particular ministry.

What are the pressures on governments to make reforms? This question is important because some pressures are more likely to produce genuine reforms than others. One reason for which governments propose reforms is pressure from their constituents. Electoral systems that include genuine competition can lead to competing parties promising to improve services, and then trying to carry through those promises after elections. Pressure can also come from an organized civil society, concerned with the standard of public services or with rights and access to services. Extreme cases such as the Cochabamba, Bolivia, riots over water services or the school pupil strikes and demonstrations in South Sudan over lack of payment for teachers, or the ‘Service Delivery’ demonstrations in South Africa are visible examples of citizens protesting to governments in favor of better services. Uneven service delivery, whether by geography, class or ethnicity may also generate public pressure for service improvement?

Sometimes the pressure comes from the private sector, concerned with the impact of public services on business: bureaucratic obstacles to investment or to trade cause complaint from producers and traders. Such

domestic pressures are more likely to produce changes if there is freedom of expression and a democratic system in which people's views are important to those in power.

Fiscal stress and pressure from lenders have also led to attempts at reform. During the Structural Adjustment period, such pressures led to spending reductions, staff cuts and re-drawing of the boundaries of the state. Clearly the relative weight of outside agencies depends on the degree to which the government is dependent on them for financial support, and on how clever the governments are at promising reform without having to deliver.

Fiscal pressure may also be internally generated, through recurrent budget deficits: reductions in spending have to be accompanied by some improvements in productivity so that the cuts do not cause dissatisfaction or unrest. Cuts in spending are therefore normally made along with attempted efficiency improvements. Fiscal pressures can encourage reforms, even without external intervention.

Corruption can also lead to internal and external demands for change, if there is freedom of expression and an organized civil society and if donors and lenders fear that aid and loans will be wasted through corruption. Governance and management processes that guarantee relevant outputs and outcomes may require reforms of systems in which accountability is weak. The World Bank's promotion of PSR, through public finance reform, CSA (civil service and administrative reform) and anti-corruption efforts, accelerated at the end of the twentieth century: an increasing number of aid interventions were accompanied by reform efforts.

2.1.2 Public Sector Reform Programs: Challenges and Way Forward

Tanzania is running an ambitious programme to improve performance in the Public sector. After eight years of reforms; the results do not look convincing. There is a lack of Parliamentary oversight and local government still do not have autonomy they need(Kithinji Kirangu and Henry L.Mambo 2008)

On the beginning of the year 2000; The Tanzania Government embarked on an 11 year Public Service Reform Programme(PSRP). The Programme has four core areas:-

A pay reform to raise and differentiate public sector salaries in order to increase motivation and reduce corruption, Downsizing of the Public Sector through Privatization to limit Government in efficiencies and rationalization of the Government bureaucracy and introduction of performance monitoring systems to reduce the size of the bureaucracy and finally decentralization of power to local government to increase efficiency of service delivery and effectiveness of developmental planning.

Evaluations of the reform programme have by end large been supportive of the Government; highlighting the processes of administrative restructuring that has been made. Any criticism has mostly been directed at the pace and accuracy of reforms. The reality however looks a little bit different. Despite the much landed reforms of the Public procurement mechanisms and the 1999 National anti-corruption strategy Action Plan; Corruption seems to have increased. This has been evidenced by the latest

scandal which involved concessions to Independent Power Providers in the electricity sector; one of the flagship sectors of the liberalization programme.

The reforms were supposed to lead to a downsizing of bureaucracy. Instead the number of ministries department and agencies (MDA's) and size of bureaucracy has increased. After all most decade of generously donor-funded programmes such as the sustainable cities programme; the quality of urban living is deteriorating with rising incidences of chronic epidemics (Malaria, Cholera) and the breakdown of critical public infrastructure.

The Tanzanian Government has proclaimed reforms in local government as central to the whole programme. Reform measures include placing some sectors like Primary education, health and Public Utilities under local Government jurisdiction, increasing their fiscal autonomy as well as restructuring legislative and executive powers. The highest legislative decision making body now is the council; made up of elected councilors. Daily business is run by the local government civil service; headed by a district executive director. These reforms have opened up an opportunity for communities to actively influence their own development, But because these reforms are still not far-reaching enough; Local Government remain too weak to implement developmental programmes.

Local governments have a problem of viability because they are economically too fragmented. The low revenue basis of most of them with the exception of few major urban municipalities cannot sustain the administrative machinery. Furthermore; duplication of infrastructure affects the quality of

service delivery. Recently for example the Government decreed that every ward should have a secondary school; although in low density, poor districts with a shortage of teachers, a pooling of resources among wards would be a more efficient allocation of resources.

As economic hardship has increased, people have shown the ability to make modest contributions to social welfare schemes (for example; Cost Sharing in health care). They also have organized themselves in informal; group based loan rotation schemes, non-formal village cooperative “banks”, and institutionalized savings and Credit cooperative schemes. While the major reasons for joining such schemes is still consumptive; an increasing number of people are also using them for startup or working capital for small business. Local Governments have failed to provide adequate infrastructural support to these grass root initiatives; with many of these credit and saving schemes being plagued by financial mismanagement and embezzlement.

Political pluralism has even contributed to the weakening of accountability and performance of Local Government. Political patronage also hampers efficient implementation of service delivery programmes. Local government councils-the legislative bodies often enact policies the implementation of which is diluted or hampered by the same councilors in their capacity as politicians seeking to win constituency support. Also central government still tends to intervene in what should under the law be the jurisdiction of local government; begging the question of the government’s commitment to the reform programme. Often; such intervention is politically motivated.

A more fundamental reason however; is that jurisdiction of local government is still limited, Key Central Government department have not been adequately devolved; leaving local government resembling more a parallel appendage to the central Government system than integral part of the country's government system. However much one would wish to highlight the merits of the reform programme; the way is being implemented raises serious doubts as to the political wisdom and sincerity behind it.

The public sector reforms have identified to have the following critical challenges and constraints. First, public reforms need to have a strategic visioning to the country's political, governance, macroeconomic, and social development. However; reforms of transition and developing countries fail to be effective since they often initiated and funded by external donors pursuing a different and sometimes conflicting agenda unrelated to the needs and realities on the ground (Kiggundu, 1996). Second, the public sector reforms lack sustaining political and community support since the reform effort is perceived as externally driven with a limited local understanding, commitment and ownership. The reforms are depends on too much external resources, conditionality, intellectual and professional leadership.

The planning and designing of reforms in developing countries fail to take account of existing institutional and management capacities. These reforming countries are highly constrained by weak capacity and resource limitations which hamper implementations of plans and programmes for improvement and expansion of services.

Furthermore, in a vicious cycle, poor budgeting and financial management practices exacerbate the problems of capacity and resources constraints (ibid). Third, public sector reforms may fail to attain their objectives if we do not have the institutional capacity to manage and coordinate the entire reform effort, communicate with the various domestic and international stakeholders, improve customer service, contain corruption, reduce cost and size, democratize and protect human rights and alleviate poverty. Moreover, the public sector institutions in Africa have been affected by problems of inefficiency, poor coordination, poor management and institutional capacity, non-existent salary policies and political interference. These resulted in an environment where the programs and strategies of African economic recovery, which were based on the theorem of NPM, could not be implemented in full (Kiggundu, 1996; Larbi, 1999). Fourth, the declining social values are also one of the major challenges to public sector management reforms in the Africa where the values such as integrity, honesty, dependability, helpfulness, impartiality, courteousness, and fairness are gradually disappearing from the public services. This study would argue that, this could be resulted from the non-existence of effective incentives of performance and the low wage bill for the public servants that exist in most of the African countries. Lastly, effective and sustainable implementation of public sector reforms, especially reforms in the areas of administration of most reforming countries are impeded by lack of equipment, supplies, computers and vehicles, poor physical plant, inadequate pay, and a general lack of work values motivation and attitudes (Kiggundu,1996).The

fundamental Problem is accountability and control. The Government reforms have whether by accident or design increasingly placed government decision making process outside parliamentary controls and Public Scrutiny. This explains why corruption has increased despite the pay reforms. Parliamentary control has been difficult since the majority of the members of Parliament belong to the ruling party and have by and large refrained from voting for stricter government accountability so far. Under the pay reform programme ministries; moreover, departments and agencies have de facto been given a free hand to set their own remuneration schemes. At a time when wages in education, health and engineering sector are de-motivating; it is relevant to ask whether the high pay schemes for top-level Civil service employees such as the Selected Accelerated Salary Enhancement(SASE) are justifiable. In the Government agencies; a low level employee like a gardener or driver may earn four times more than a qualified teacher or doctor in the same government service. The reforms are creating a privileged class that is perceived to be self-serving.

At the Local Government level, the ordinary tax payer is faced with an increase in the number of taxes and levies; but receives little back in terms of adequate and reliable public services. Moreover; from an equity perspective the manner in which public services are prioritized and delivered often constitutes a subsidization of the rich by the poor. Examples are street-lighting and road upgrading project that tend to start and end in wealthy neighborhoods. The economic reforms being undertaken are meant to facilitate growth of the private sector but it is perhaps pertinent to pose the

question; Is the private sector in turn killing the goose that lays the golden egg? Public-private partnership (PPP's) are not improving efficiencies in service delivery but adversely affect local government finances and accountability. Local governments are increasingly outsourcing service delivery even the tax collection to the private sector; In arrangements that are often not transparent, difficult to monitor and which appear to be motivated by self interest and patronage. As a result, local communities end up with poor services and considerably less money in the public coffers. These arrangements also create monopolistic situations that stifle competition and encourage inefficiencies. The regulation mechanisms in the Public Sector have demonstrated a bias towards private-sector interest to the detriment of consumers (for instance; in review of public-utility tariffs such as electricity and water).

The links between foreign private sector investment and central government political class also appears to be undermining the local government reform programme. Investment permits granted by the Tanzania Investment Centre at times contravene the autonomy of local governments. In other cases; local governments are being pressured or misled into granting concessions to private investors in the long run; this exploitative relationship between private sector and public coffers will not only jeopardize the viability and credibility of local governments; but also hamper growth of private sector itself.

Non-governmental organizations funded by donors are implementing crucial, large scale development programmes like water, roads and health at

the local government level. However the tendency to channel Official Development Aid(ODA)through NGO's seems to undermine the capacities and credibility of local Government systems.

NGO programmes usurp-rather than support-local government activities; and tend to tie up critical local government management staff and resources; thus creating service delivery problems elsewhere. The psychological effect of such NGO "dominance" is potentially harmful.

Small scale NGO partnerships between communities in donor countries and recipient communities in Tanzania are providing much needed in puts in schools, health centers and households. However NGO's have also shown a structural in ability to work together to harmonize activities at the grassroots level; a factor which has contributed to the problem of fragmentation of resources. One example is NGO assistance to small vocational training centers in rural areas. NGO's mainly donate equipment and pay training fees for students from disadvantaged families. But because almost every parish has an NGO-funded vocational centre offering the same courses; the centers are un able to get sufficient students to achieve financial viability and employ good teachers; with the result that the quality of training is poor and the donated equipment remains under used or not used at all.

In this sense donor behavior has been ambivalent. On the one hand ; they call for a more vigorous fight against corruption. Yet they provide aid and even loans to programmes that facilitate corruption by weakening accountability and control mechanisms.

2.1.3 Research Questions

The following questions were used to study the problem

- i. What is the situation of training in the process of Public Service Reforms Program?
- ii. What are the workers perceptions on the contribution of PSRP's to human resource development?
- iii. What could be the challenges facing the PSRPs in relation to human resource development?

3 CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Study Area

The study was conducted in Dodoma Municipal Council (DMC) in Dodoma Region. The area was chosen because it has many workers and hence most of its employees have been employed for a long period of time and it is among the old municipals in Tanzania Mainland.

3.2 Research Design

The research employed triangulation of approaches. It involved a case study so as to have an in-depth investigation of the PRSP's as proposed by Wood (1991). This is because, this approach provides a rich understanding of the context of the research and the process enacted, It generates answers to

‘Why’, and ‘How’ questions. On the other hand, the study used cross sectional approach since the data were collected only once (ibid).

3.2.1 Sampling Frame

The DMC has more than 800 employees. This is a population in which the sample was drawn. Therefore, sampling frame for random sampling is 104. These included different cadres such as administrators, accountants, development officers and planning officers.

3.2.2 Data type

This study were collected both primary and secondary data. The primary data included operations of PSRP’s and benefits as well as challenges of the reforms. The secondary data included the human practice and training policies, employment policy and labour relation acts.

3.2.3 Data Collection Methods and Tools

In the course of the study, three data collection tools were applied. These were interviews, Survey and documentary review. All these tools were applied to the sample with ultimate care so as to control ineffectiveness of any of these tools and to assure validity and reliability of data.

3.2.4 Sampling Methods and Sample Size

The sampling technique to be used is purposive sampling or judgmental sampling. The choice of this is based on the fact that some source of data involved few and key persons that cannot be excluded. These include the District executive Director(1) and Heads of department(10). All top

management, divisional heads and heads of departments because they engage in preparing personal emoluments for the employees to be hired. All personnel in the directorate of administration and personnel because is the lead department in human resources (Creswell, 2003). Therefore, this category of respondents had a sample size of 11.

The researcher used simple random sampling so as to get data from employees of different departments and skills. This is important since employees are many and hence their fair representation is important. Therefore to get the sample size from simple random sampling, the following formula was used (Kothari, 2004).

$$n = \frac{N}{1 + N(e^2)} = \frac{400}{1 + 400(0.05^2)} = 201$$

N = Population size (400)

n = Sample size

e = Precision level or level of significance at 5%

Therefore, according to the above calculation, this study is supposed to have 201 respondents. However, due to limitation of getting data, only 104 respondents were interviewed.

(i) Interviews

Interviews were used by the researcher to collect various data. This entailed a face to face conversation between interviewer and interviewee. Both structured and unstructured interview were used so as to solicit information, views and opinion from respondents as proposed by Creswell (2003). This method employed Closed and open-ended questionnaires. These

tools were distributed to selected staff members located in various departments and its coverage involves supervisors/officers who assume line responsibilities and their subordinates at DMC. Closed questionnaires were used because they could provide direct answers and consume less time in responding and Open-ended questionnaires were used because they provided a wide room for respondents to explain issues in detail on matters concerning the study. These questionnaires were simple to administer and relatively inexpensive to analyze as explained by Kombo and Tromp (2006).

(ii) Document Analysis

The researcher used documentary review so as to examine various documents, which provide information over various activities that are taking place concerning training process. According to Creswell (2003), this method is useful because it can be accessed at time convenient to researcher; it represents data that are thoughtful in that the participants have given adequate attention to compile.

3.2.5 Data Processing, Analysis and Presentation

The process of data analysis was preceded by editing, coding and cleaning the data. This is important so as to get good results, then, the coded data were entered into the analysis software known as Statistical Package for Social Science Research (SPSS-11.5). Once the data are entered into this software, the analysis followed. Some outputs from SPSS were exported to Microsoft Excel software - 2003 so as to draw charts and graphs. The outputs

of the analysis were thereafter represented in the forms of, cross tabulation, frequency tables, charts and graphs.

3.2.6 Validity and Reliability of Research

This study ensured that the data collected are a good representative of the entire population and the problem in question. In order to achieve this, the tools were pre tested so as to assess their correctness in terms of the answers that are provided by respondents .This was carried out among 30 respondents. The results of this pilot study were analyzed so as to help to improve the tools as suggested by Creswell (2003). In addition, the tools were evaluated in terms of assessing the reliability of it by assessing whether there is a chance to replicate the results by using the same methods but in different environment and with different respondents.

4 CHAPTER FOUR: PRESENTATION OF FINDINGS AND DISCUSSION

4.1 Overview

This study intended to examine the Problems of PSRP on human resource development in Tanzania taking Dodoma Municipal council as a case study.

The study specifically focused on the assessing the modus operandi of the PSRP, perception of employees on the effectiveness of PSRP and challenges facing the PSRP.

4.2 Characteristics of Respondents: Sex of Respondents

The total number of employees which were employed by the Municipal who were interviewed has a perception that reforms were due to political interest by the politicians who needs to fill up their own political interest and has no intention to solve the problems which employee are facing in their day to day activities. The total number of respondents for males were 56(53.8%)and female total number were48(46.2%)since the total number of male exceed the number of female the study found that most of the employees perceived that the reforms were not having positive effects to them as shown in the table below.

Table 1: Sex of Respondents

Sex	Frequency	Percent
Male	56	53.8
Female	48	46.2
Total	104	100.0

4.2.1 Age of Respondents

Table 2 shows that staff members with age between 18-28 were 46.2% (48), with 29-38 years were 38% (40), with 39-48 years were 7.7% (8) and with more than 48 years were 7.7%(8). The study further learnt that the majority of staff members interviewed were youth aged 18-38. Since reforms started in 2000s and this year most of the youth were in the Public Service and the study shows that most of them responded that the reforms were launched for the benefits of the Politicians who are the decision makers because proper training were not given to employees which would have enabled them to implement various training regarding reforms in the Public Sector.

Table 2: Age of Respondents

Age	Frequency	Percent
18-28	48	46.2
29-38	40	38.5
39-48	8	7.7
More than 49	8	7.7
Total	104	100.0

4.2.2 Tenure of Respondents

Out of 104 respondents interviewed, about 23%(24) had 1-5 years of experience , about 62% (64)had 6-10 years of working experience and the rest had more than 10 years of experience(See table 4). The study learns that most of staff currently have few years of working experience. These are the ones who have been affected by PSRPs.

Table 4: Tenure of Respondents

Tenure	Frequency	Percent
1-5 years	24	23.1
6-10	64	61.5
more than 10 years	16	15.4
Total	104	100.0

4.2.3 Positions of Respondents

This study found out that 8% (8) of the respondents were administrative staff, 15%(16) were planning officers, 7.7% (8) were community development officer, about 8% (7) were directors, 8%(8) were accountants and 24% (3) were Social Work Officers (see table 5). Majority of respondents were those employed through Centralized system and hence this could help to get more information on the impact of this system in the retention of staff and productivity.

Table 5: Positions of Respondents

Position	Frequency	Percent
Accountants	8	7.7
Administrative officers	8	7.7
Human Resource Officers	24	23.1
Planning Officers	16	15.4
Economists	8	7.7
Directors	8	7.7
Development Officers	8	7.7
others	24	23.1
Total	104	100.0

Analysis of Respondents on the Issue of Training, were done by the Researcher as follows:-

Total Number of Sample size were 104 out of that 56 were Males and 48 were Females which is equivalent to 53.8% of the Males and 46.2% for Females; Among the Sample of 104 Respondents, 73 agreed on the fact that the reforms were not having positive effects to them and 31 dis agreed on that statement by accepting that the reform has positive effects as shown in the table.

As shown on the table Below, The total Number of Respondents who agreed was higher than those who dis agreed as such therefore the study concludes that the Reform have not had positive effect on them.

The outcome of this results were due to the fact that Training were not Properly done to the employees which lead most of them to fail to understand whether Reforms has a Positive or Negative Results to them; The few numbers of Respondents who agreed were involved in the Reform Exercise; therefore in any Reform issues is better to involve employees in each and every stage so that on the matter of implementation will be easy for them to Participate.

Table 1.

Number of Females	Number of Males	Female Respondents		Male Respondents		Total number of respondents	
		YES	NO	YES	NO	YES	NO
48	56	35	13	38	18	73	31

On the Side of the Age, the Respondents responded as follows:-

Total number of sample size were 104 out of that 48 aged between 18-28, 40 aged between 29-38, 8 aged between 39-48 and 8 aged more than 49yrs; 71 Respondents agreed that reforms were not having positive effects to them and the rest dis agreed which were 33 Respondents

As such therefore; Number of Respondents who agreed was higher than those who dis agreed as such therefore the study concludes that the Reforms have not had Positive effects on them, The outcome of this results were due to the fact that Training were not Properly done to the employees which lead most of them to fail to understand the Benefits of Reforms.

AGE	FREQUENCE	RESPONDENTS		TOTAL NUMBER OF RESPONDS	
		YES	NO	YES	NO
18-28	48	32	16	71	33
29-38	40	28	12		
39-48	8	5	3		
More than 49	8	6	2		

On the Side of the Tenure in the office, The results were as follows:-

Total Number of Sample Size were 104 out of that the Tenure of 1-5yrs stay in service were 24, 6-10yrs were 64 and the Respondents who were in service for more than 10yrs were 16.

As such therefore 82 Respondents agreed that reforms were not having Positive effects to them and the rest dis agreed on that statement which were about 22 Respondents

This shows that the Number of Respondents who agreed that the reforms are not good to them were higher than those who disagree, this is due to the fact that the person who is having 1-10yrs in the service were many than those who are having more than 16yrs in the service and that new employees in the services are highly affected than those who are approaching the retirement age.

TENURE	FREQUENCE	RESPONDENTS		TOTAL NUMBER OF RESPONDS	
		YES	NO	YES	NO
1-5	24	18	6	82	22
6-10	64	54	10		
More than 10	16	10	6		

Analysis of Respondents on the Issue of Perception were done by the Researcher as follows:-

Total Number of Sample size were 104 out of that 56 were Males and 48 were Females which is equivalent to 53.8% of the Males and 46.2% for Females; Among the Sample of 104 Respondents, 70 agreed on the fact that the reforms were not having positive effects to them and 34 dis agreed on that

statement by accepting that the reform has positive effects as shown in the table.

As shown on the table Below, The total Number of Respondents who agreed was higher than those who dis agreed as such therefore the study concludes that the Reform have not had positive effect on them.

The outcome of this results were due to the fact that Training were not Properly done to the employees which lead most of them to fail to understand whether Reforms has a Positive or Negative Results to them; The few numbers of Respondents who agreed were involved in the Reform Exercise; therefore in any Reform issues is better to involve employees in each and every stage so that on the matter of implementation will be easy for them to Participate.

Number of Females	Number of Males	Female Respondents		Male Respondents		Total number of respondents	
		YES	NO	YES	NO	YES	NO
48	56	30	18	40	16	70	34

On the Side of the Age, the Respondents responded as follows:-

Total number of sample size were 104 out of that 48 aged between 18-28, 40 aged between 29-38, 8 aged between 39-48 and 8 aged more than 49yrs; 71 Respondents agreed that reforms were not having positive effects to them and the rest dis agreed which were 33 Respondents.

As such therefore; Number of Respondents who agreed was higher than those who dis agreed as such therefore the study concludes that the Reforms have not had Positive effects on them, The outcome of this results were due to the fact that Training were not Properly done to the employees which lead most of them to fail to understand the Benefits of Reforms.

AGE	FREQUENCY	RESPONDENTS		TOTAL NUMBER OF RESPONDENTS	
		YES	NO	YES	NO
18-28	48	30	18	71	33
29-38	40	30	10		
39-48	8	6	2		
More than 49	8	5	3		

On the Side of the Tenure in the office, the results were as follows:-

Total Number of Sample Size were 104 out of that the Tenure of 1-5yrs stay in service were 24, 6-10yrs were 64 and the Respondents who were in service for more than 10yrs were 16.

As such therefore 82 Respondents agreed that reforms were not having Positive effects to them and the rest dis agreed on that statement which were about 22 Respondents

This shows that the Number of Respondents who agreed that the reforms are not good to them were higher than those who disagree, this is due to the fact that the person who is having 1-10yrs in the service were many

than those who are having more than 16yrs in the service and that new employees in the s

Service are highly affected than those who are approaching the retirement age

TENURE	FREQUENCY	RESPONDENTS		TOTAL NUMBER OF RESPONDENTS	
		YES	NO	YES	NO
1-5	24	15	9	76	28
6-10	64	50	14		
More than 10	16	11	5		

Analysis of Respondents on the Issue of Development were done by the Researcher as follows:-

Total Number of Sample size were 104 out of that 56 were Males and 48 were Females which is equivalent to 53.8% of the Males and 46.2% for Females; Among the Sample of 104 Respondents,73 agreed on the fact that the reforms were not having positive effects to them and 31 dis agreed on that statement by accepting that the reform has positive effects as shown in the table.

As shown on the table Below, The total Number of Respondents who agreed was higher than those who dis agreed as such therefore the study concludes that the Reform have not had positive effect on them.

The outcome of this results were due to the fact that Training were not Properly done to the employees which lead most of them to fail to understand whether Reforms has a Positive or Negative Results to them; The few

numbers of Respondents who agreed were involved in the Reform Exercise; therefore in any Reform issues is better to involve employees in each and every stage so that on the matter of implementation will be easy for them to Participate.

Number of Females	Number of Males	Female Respondents		Male Respondents		Total number of respondents	
		YES	NO	YES	NO	YES	NO
48	56	43	5	52	4	95	9

On the Side of the Age, the Respondents responded as follows:-

Total number of sample size were 104 out of that 48 aged between 18-28, 40 aged between 29-38, 8 aged between 39-48 and 8 aged more than 49yrs; 71 Respondents agreed that reforms were not having positive effects to them and the rest dis agreed which were 33 Respondents.

As such therefore; Number of Respondents who agreed was higher than those who dis agreed as such therefore the study concludes that the Reforms have not had Positive effects on them, The outcome of this results were due to the fact that Training were not Properly done to the employees which lead most of them to fail to understand the Benefits of Reforms.

AGE	FREQUENCY	RESPONDENTS		TOTAL NUMBER OF RESPONDS	
		YES	NO	YES	NO
18-28	48	39	9	88	16
29-38	40	36	4		
39-48	8	7	1		
More than 49	8	6	2		

On the Side of the Tenure in the office, the results were as follows:-

Total Number of Sample Size were 104 out of that the Tenure of 1-5yrs stay in service were 24, 6-10yrs were 64 and the Respondents who were in service for more than 10yrs were 16.

As such therefore 82 Respondents agreed that reforms were not having Positive effects to them and the rest dis agreed on that statement which were about 22 Respondents

This shows that the Number of Respondents who agreed that the reforms are not good to them were higher than those who disagree, this is due to the fact that the person who is having 1-10yrs in the service were many than those who are having more than 16yrs in the service and that new employees in the service are highly affected than those who are approaching the retirement age.

TENURE	FREQUENCY	RESPONDENTS		TOTAL NUMBER OF RESPONDS	
		YES	NO	YES	NO
1-5	24	17	6	85	18
6-10	64	55	9		
More than 10	16	13	3		

Among the Purposes of the Reforms were to empower employees in the Public Service in order to perform their duties efficiently and effectively(This is in accordance with the Arusha Declaration of 1972) but the objective was not attained due to the fact that most of the employees at the grass root level were not trained, This was Pilot in nature(Objectives of the Training were not done properly and some areas were not done at all).In accordance with the interview I have done, most of the Respondents shows that they were not aware of the Reforms though studies shows that there were training but on my studies out of 104 Respondents 58 explained that training were not done properly which made the Reform to be not clearly understood.

Also, to reduce the Governmental Expenses, this intention was not successful due to the fact that it was much concentrated mainly on Personnel issues rather than the whole structure of the Government; e.g. The Retrenchment of the Civil Servants in Tanzania which was done in 1990's but there were no reformation on the reduction of the Government Size which is

still growing, Recently we have witnessed the size of the Government growing due to Political ambitions of the Politicians e.g. We had 16 Ministries previously and Currently we have 23 Ministries, most of the employees perceived that the Government intention was not to reduce its size rather is just to please donor Countries that they are implementing Reforms and that was just to fulfill the Political ambitions of the Politicians; This response was due to the study I took whereby out of 104 Respondents about 71 Respondents perceived reforms negatively its measures.

4.3 Modus Operandi of the PSRP

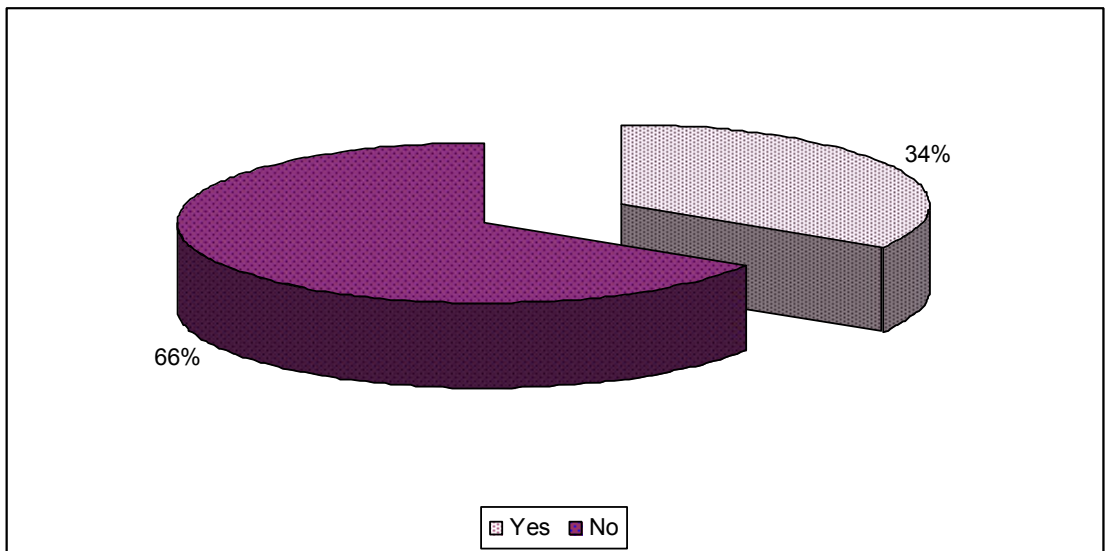
4.3.1 Employee knowledge on how the PSRP operates

The study conducted a focused group discussion with key informants such as human resources officers and some staff on the operationalization of the reforms. Before getting the modus operandi of the PSRP, the study focused on assessing the level of awareness among staff members on the PSRP. Figure 1 shows that about 34% of respondents said that they were aware of role of PSRP and 66% of the respondents said that they were not aware of roles of PSRP. The FGD further observed that the reforms programme is a strategy used to structure and create effective and result oriented public service organizations. It is used to review and streamline structures, processes, policies, and legal framework underpinning the government operations with a view to creating a government system that is efficient, effective, result oriented and customer focused. This is the kind of

system that would enable the government facilitate high rate of economic growth and creation of a niche for the nation in the global market.

The reforms program me is structured to be undertaken by every ministry and its parastatals at both Government of Tanzania and state levels. Ministries are responsible and accountable for the results they create. Reform is leadership driven and therefore leadership at every hierarchy of the public service must be fully engaged in driving their reform and carrying the staff they lead ministry along with them. It should be noted that reform also involves change and inevitably brings about resistance because it challenges the status quo and destabilizes comfort zones.

Figure 2: Awareness on PSRP



On the other hand, some respondents said that the PSRP is operating in the centralized mode where services are lodged to the central body .The

ministries are thus responsible for all issues pertaining to human resources development.

4.3.2 Operandi of a PSRP

The documentary review was conducted to ascertain how the PSRP operates. The following analyses were found.

Step 1. Presidential Pronouncement

Introduction of Public Service Reforms is usually preceded by a Presidential declaration of the government's intention to embark on a reform programme. The main aim is to articulate the reform agenda to the nation so as to rally national support for the reforms. Specifically, it is meant to:

- i. Put Public Service Reforms on the national priority list;
- ii. Solicit support for reforms by the public service leadership and the public;
- iii. Articulate the benefits the nation stands to gain by introducing the Public Service reforms programme.

This should be done in a gathering where key leadership of the public service, civil society and communities are present and should be extensively covered by the press.

Step 2: Development of the National Vision

The Vision sets the desired destination for the nation. It forms the focus for the reform programme because reforms set the right conditions for the delivery of the vision. National vision is normally developed through a consultative process. A small taskforce is set by the President to:

- i. Gather the views of the citizens including Members of Parliament on what they think the national vision should be.
- ii. Consolidate analyses and summarize these views.
- iii. Produce a report with a summary of the key themes of the proposed vision.
- iv. Present the report to the President who would present it to Cabinet for discussion and adoption.

Once adopted, the government should do the following:

- i. Publish the vision.
- ii. Set up a vision coordinating unit.
- iii. Let vision coordinating unit sell the vision to the nation and ensure that is mainstreamed in all the government reform programmers and planning process.
- iv. Ensure that progress reports by ministries on the implementation of reforms also include how each ministry is doing in delivering the vision.

Step 3: Establishment of a Reform Secretariat

Effective management of the reform programme requires a dedicated secretariat to coordinate its operations. The Secretariat would provide

advisory and technical support to ministries on the implementation of reforms. It is usually attached to the ministry responsible for Public Service functions. This should be set up immediately the President makes the pronouncement on the introduction of Public Service Reforms.

Step 4: Structure for Reforms

Whereas reform Secretariat would be responsible for the overall coordination and management of reform activities in the Public Service, there is need to have other structures to manage specific areas of reforms. Such structures include:

a) Cabinet Committee on Public Service Reforms:

This is made up of all the ministers and chaired either by the President or the Vice President. Minister for Labour, Public Service and Human Resource Development plays an advisory role in the committee. It provides policy guidance on reforms.

b) Undersecretaries Forum:

All Undersecretaries are members of this forum, which should be chaired by the Secretary General. It provides a forum in which Undersecretaries share their experiences and insights on how they implement reforms in their respective ministries. Ministries report on the progress they make in the implementation of Public Service Reforms. This is where they also exchange notes on the challenges they face with reforms and solutions to some of the challenges. The Undersecretary for the Ministry of Labour, Public Service and

Human Resource Development would play key role in the forum.

c) Ministerial Reforms Committee

The Committee should be made up of the heads of Directorates and chaired by the Undersecretary. The committee provides a forum where Directorates:

- i. Give progress reports on the reforms they undertake
- ii. Exchange notes on their challenges and lessons with the implementation of reforms
- iii. Get expert advice on how to overcome the challenges from a reforms expert attached to the ministry
- iv. Set overall agenda for improving the implementation of reforms in the ministries

Step 5: Reform Champions

There must be a reasonable buy-in by parties concerned if the reform programme is to succeed. It must, therefore, be effectively promoted. Reforms champions are appointed to promote the reforms. Champions are opinion leaders whose word would sway public opinion in favour of a public agenda. Their role would be to promote reform and cause buy-in by the critical players in the reforms programme.

Step 6: Reform Agents

Reform agents are those people with expert knowledge on the management of Public Sector Reforms. They are usually attached to

ministries to facilitate the implementation of reforms in the ministries they are attached to. They are usually selected from public officers with passion for change management

Step 7: Training for change Agents

Change agents are posted to ministries as internal consultants/experts to facilitate the implementation of reforms in ministries and provide required technical advice. To do this, they are provided with training on change and public service reforms management. The training should take the following form:

- i. Introductory training on change management.
- ii. Attachment to public institutions which are already implementing reforms.
- iii. Deployment to manage reform projects in ministries.
- iv. More advanced sandwich courses on public sector reforms Management. These should be designed to suit the reform challenges they face.

The training should be conducted by a consultant conversant with the management of public sector reforms. It should be coordinated by the Public Service Reforms Secretariat

Step 8: Conduct Situational Analysis in Ministries

Situational analysis is supposed to provide baseline information on the performance status of ministries in such key areas as leadership, human resource management, quality of service delivered by ministries, and management systems. This should be conducted by a consultant and coordinated by the Reforms Secretariat.

Step 9: Public Service Reform Awareness Training

This programme is intended to provide a forum in which public officers are:

- i. Informed why the government has opted to introduce reforms.
- ii. Given opportunity to seek clarifications on all matters they do not understand about the reforms.
- iii. Informed about their roles in the implementation of reforms.
- iv. Informed about the relationship between the reforms and the national vision.
- v. Informed about what the reforms has in store for them.

4.3.3 Employee perceptions on the role of PSRP

This study analyzed the awareness of staff in terms of gender on how the PSRP has been bureaucratic. The study found that about 44.4% of males and 55.6 % of females agreed that the PSRP has been bureaucratic. It is only 14.3% of males who did not agree and none of the females agreed. This confirms that PSRP have been facing a number of massive challenges.

Table 6: Sex VS bureaucratic.

	Bureaucratic at LGAs			Total
	Very disagree	Undecided	Very Agree	
Sex of Respondents	Male	16	32	56
% within Sex of Respondents	14.3%	28.6%	57.1%	100.0%
% within Bureaucratic at LGAs	100.0%	66.7%	44.4%	53.8%
% of Total	7.7%	15.4%	30.8%	53.8%
Female Count	0	8	40	48
% within Sex of Respondents	.0%	16.7%	83.3%	100.0%
% within Bureaucratic at LGAs	.0%	33.3%	55.6%	46.2%
% of Total	.0%	7.7%	38.5%	46.2%
Total Count	8	24	72	104
% within Sex of Respondents	7.7%	23.1%	69.2%	100.0%
% within Bureaucratic at LGAs	100.0%	100.0%	100.0%	100.0%
% of Total	7.7%	23.1%	69.2%	100.0%

On the other, the study intended to examine the perception of staff on sex basis on the inability to train staff. The results show that out of male staff, more than 57% of them were undecided that the government has failed to train staff despite the existence of PSRP. On the other hand, on the side of female staff, majority agreed that the PSRP has failed to train staff in different areas (see table 7).

Table 7: Sex Vs Inability to train staff

	Inability to train staff			Total
	Very disagree	Undecided	Very Agree	
Sex of Respondents Male Count	8	32	16	56
% within Sex of Respondents	14.3%	57.1%	28.6%	100.0%
% within Inability to train staff	50.0%	100.0%	28.6%	53.8%
% of Total	7.7%	30.8%	15.4%	53.8%
Female Count	8	0	40	48
% within Sex of Respondents	16.7%	.0%	83.3%	100.0%
% within Inability to train staff	50.0%	.0%	71.4%	46.2%
% of Total	7.7%	.0%	38.5%	46.2%
Total Count	16	32	56	104
% within Sex of Respondents	15.4%	30.8%	53.8%	100.0%
% within Inability to train staff	100.0%	100.0%	100.0%	100.0%
% of Total	15.4%	30.8%	53.8%	100.0%

On the side of cost of training staff, the study found that about 57% of the males disagreed that high cost of training has made few staff to be trained through PSRP, females staff also came up with same findings (see table8).

Table 8: Sex vs High Cost of Training staff

	High Cost of Training staff			Total
	Very disagree	Undecided	Very Agree	
Sex of Respondents Male Count	32	16	8	56
% within Sex of Respondents	57.1%	28.6%	14.3%	100.0%
% within High Cost of Training staff	57.1%	66.7%	33.3%	53.8%
% of Total	30.8%	15.4%	7.7%	53.8%
Female Count	24	8	16	48
% within Sex of Respondents	50.0%	16.7%	33.3%	100.0%
% within High Cost of Training staff	42.9%	33.3%	66.7%	46.2%
% of Total	23.1%	7.7%	15.4%	46.2%
Total Count	56	24	24	104
% within Sex of Respondents	53.8%	23.1%	23.1%	100.0%
% within High Cost of Training staff	100.0%	100.0%	100.0%	100.0%
% of Total	53.8%	23.1%	23.1%	100.0%

Similarly, the study found that out of male staff, about 86% of them disagreed that the PSRP has resulted into poor staff retention, while 50% of female staff had the same opinion. This shows that PSRP has made more staff to stay longer in their positions. This is due to motivation package that is part of the PSRP (See table 9).

Table 9: Sex vs Poor staff retention

	Poor staff retention			Total
	Very disagree	Undecided	Very Agree	
Sex of Respondents Male Count	48	0	8	56
% within Sex of Respondents	85.7%	.0%	14.3%	100.0%
% within Poor staff retention	66.7%	.0%	33.3%	53.8%
% of Total	46.2%	.0%	7.7%	53.8%
Female Count	24	8	16	48
% within Sex of Respondents	50.0%	16.7%	33.3%	100.0%
% within Poor staff retention	33.3%	100.0%	66.7%	46.2%
% of Total	23.1%	7.7%	15.4%	46.2%
Total Count	72	8	24	104
% within Sex of Respondents	69.2%	7.7%	23.1%	100.0%
% within Poor staff retention	100.0%	100.0%	100.0%	100.0%
% of Total	69.2%	7.7%	23.1%	100.0%

The political characteristics of the country have been reported to be part of the failure of the PSRP. The study found that out of male staff, about 86% of them agreed that PSRP has been affected by political streams while female staff of 50% had the same opinions. Thus, having dominance of many leaders of the ruling party has made the country to come up with reforms with little focus on the staff needs (see table 10)

Table 10: Sex vs High Political Pressure

	High Political Pressure			Total
	Very disagree	Undecided	Very Agree	
Sex of Respondents	0	8	48	56
Male % within Sex of Respondents	.0%	14.3%	85.7%	100.0%
% within High Political Pressure	.0%	33.3%	66.7%	53.8%
% of Total	.0%	7.7%	46.2%	53.8%
Female Count	8	16	24	48
% within Sex of Respondents	16.7%	33.3%	50.0%	100.0%
% within High Political Pressure	100.0%	66.7%	33.3%	46.2%
% of Total	7.7%	15.4%	23.1%	46.2%
Total Count	8	24	72	104
% within Sex of Respondents	7.7%	23.1%	69.2%	100.0%
% within High Political Pressure	100.0%	100.0%	100.0%	100.0%
% of Total	7.7%	23.1%	69.2%	100.0%

4.3.4 Positive Effects of PSRP

This study intended to examine the effects of PSRP. The study found that staff with age between 18 and 28 reported that the PSRP has increased service delivery (50%), trained many staff (16.7%) and has increased staff performance (33.3%). On the other hand, staff with age between of 29 and 38 reported that the PSRP has made the following impacts, increased staff performance (80%), trained many staff (0%) and improved service delivery

(20%). Also, all staff with ages between 39 and 48 reported that the PSRP has increased staff performance (100%). The staff with aged more than 49 years had the similar opinion to those of the former staff (see table 11).

Table 11: Staff age vs. effects of PSRP

	Effects of PSRP			Total
	Increased staff performance	Trained many staff	improved service delivery	
Age of Respondents 18-28 Count	16	8	24	48
% within Age of Respondents	33.3%	16.7%	50.0%	100.0%
% within Effects of PSRP	28.6%	100.0%	60.0%	46.2%
% of Total	15.4%	7.7%	23.1%	46.2%
29-38 Count	32	0	8	40
% within Age of Respondents	80.0%	.0%	20.0%	100.0%
% within Effects of PSRP	57.1%	.0%	20.0%	38.5%
% of Total	30.8%	.0%	7.7%	38.5%
39-48 Count	8	0	0	8
% within Age of Respondents	100.0%	.0%	.0%	100.0%
% within Effects of PSRP	14.3%	.0%	.0%	7.7%
% of Total	7.7%	.0%	.0%	7.7%
More than 49% within Age of Respondents	0	0	8	8
	.0%	.0%	100.0%	100.0%

% within Effects of PSRP	.0%	.0%	20.0%	7.7%
% of Total	.0%	.0%	7.7%	7.7%
Total Count	56	8	40	104
% within Age of Respondents	53.8%	7.7%	38.5%	100.0%
% within Effects of PSRP	100.0%	100.0%	100.0%	100.0%
% of Total	53.8%	7.7%	38.5%	100.0%

5 CHAPTER FIVE: CONCLUSION AND RECOMMENADATIONS

5.1 Overview

This chapter focuses on the summary, conclusion and recommendations of the study. The study has also presented the areas that were not studied in this part for that case should deem further research.

According to the data which were obtained during Survey and Interview, Most of the Heads of Department and Sections who I interviewed myself e.g. Mrs Joyce Masoga the Municipal Human Resources Officer Pointed out that the programme is properly known by the bureaucrats who are holding the higher positions in the Municipality and mostly the politicians hence the implementers who are workers at the lower level are not aware of the Reforms.

According to Mr. Kamara Kazoba (Municipal Accountant)explained that most of the staff did not get training in order to accept and implement Reforms in the Local Authorities, but this was due to insufficient budget allocated to the Local Authorities for Training to the Manpower they posses, which causes most of the staff which were employed to fail to stay longer in the service due to lack of knowledge to perform their scheduled activities and the low wages they receive in relation with the insufficient working tools in the municipal e.g. Computers and Uniforms which are special to environment in which they are working.

Not only that but also Mr.Kisesa Fabian (Head of Procurement Services), Explained that The introduction of Reforms were mainly

implemented due to pressures from the top politicians who were not able to make proper follow up on reforms and they accepted it in order to get financial assistance from the donor countries to support the budget deficit.

Despite of the Problems, Reforms has the following success:-

The Survey conducted asked employees their views about Public Service Reforms, as respondents expressed a far more positive view of reforms in 2006 than they had in 2003. For example, over three quarters of Respondents agreed that reforms were helping to improve Service delivery in 2006 compared to 2003. They also had more positive expectations that reforms would increase community participation in planning processes. Despite these positive developments; it is worth noting that the majority of respondents do not think that the council administration takes local people's concerns seriously.

According to Mr. Sehewa; Working conditions had improved a bit in one way or the other compared to the time before the introduction of the Reforms because Computers(Laptop and Desk top)are provided to the employees after being recruited in the service, this facilitates the provision of service to the people.

Reforms have been more successful at transforming development funding. Prior to 2004;LGA's received development funding from a variety of sources including discrete donor-funded projects, area based programs, sector-reform programs and relatively small non-formula based development grants in 2004,the Government and its development partners established and began allocating Local Government Capital Development Grants(LGCDG).These

discretionary grants were awarded to those councils able to demonstrate that they had met basic standards in terms of the quality of their development plans, procurement systems, financial Management and Transparency.

Despite of the positive impact; Reforms has the Negative impact as according to Mr. Jamal Turuka; Are Very expensive in implementation and in most cases depends much on the donor support, also it is not properly understood by most of the lower level cadre in the Public Authority due to little knowledge they have about Reforms hence difficult in implementation; This is mostly caused by insufficient knowledge to the implementers.

The reforms take holistic and multi-sect oral approach and together are intended to combat Corruption, strengthen the Legal and Judicial systems; enhance financial accountability; and devolve powers to sub-national levels in order to improve service delivery, Participation and accountability.

Conclusion

This study focused to learn the problems of Public Service Reform Programme. The study concludes that the reforms programme is structured to be undertaken by every ministry and its parastatals at both Government of Tanzania and state levels. Ministries are responsible and accountable for the results they create. Reform is leadership driven and therefore leadership at every hierarchy of the public service must be fully engaged in driving their reform and carrying the staff they lead ministry along with them. It should be noted that reform also involves change and inevitably brings about resistance because it challenges the status quo and destabilizes comfort zones.

The study further concludes that, the PSRP has not been effective in terms of operations. This is because; most of such reforms have destroyed the sense of decentralizations as few operations have this aspect. The PSRPs have been perceived to have less contribution to the retention of staff, staff development and in most cases they have been influenced by politics. On the other hand, the PSRP has contributed to train staff, increase staff performance and service delivery.

Moreover Public Service Reform Programme has brought notable improvements; not least of which have been significant increases in Human and Financial resources, Local Government budgets for example; more than doubled between 2003-2012; Primarily as a result of increased fiscal transfers from Central Government, Capacity building efforts have allowed key staff to fulfill their roles more competently and training had measurable impact on planning, budgeting and financial management.

Despite these positive results; evaluations suggest that local Government Authorities are not significantly more powerful than they were in 2000. LGA's Control over local staff is limited and fiscal transfers from Central government are increasingly earmarked for specific purposes, The Local Government Capital Development Grant; for example was intended to provide non-earmarked development funding; yet in practice; LGA's are often directed by Central Government how to spend the grant. Other goals of PSRP such as the transparency, formula-based fiscal allocation of resources; have also only been partially implemented and achieved.

Staff Salaries are still almost entirely paid by Central Government transfers. These are made to filled posts rather than being formula-based as intended (meaning that fiscal allocations follow staff rather than other way around); Decisions on staff budgets and staff numbers are still made at Central level, by PO-PSM. LGA's are no more autonomous on these issues than they were at the start of the reform process.

Although Career Management has been partially devolved; the professional progress of senior staff still depends on Central Government Ministries, Pay scales and policies are still Centralized although LGA's are allowed to establish local incentive schemes, In practice most cannot afford to do so. Overall; therefore; it can be concluded that the reform's core objectives of promoting more autonomous Local Governments has not been achieved.

5.2 Recommendation

Based on the study, the following recommendations are proposed:-

Whereas a portfolio review could well be undertaken within the existing framework the availability of a myriad of options, opportunities and mechanism for public sector restructuring requires the creation of a new high powered and expert institution for public sector restructuring. The existing governmental mechanism of decision making in administrative ministries, and

inter-ministerial consultations is too cumbersome and slow for the urgent requirements of public sector restructuring. Moreover, the required expertise as well as the capability to hire expertise is also not presently available in the Government.

Various components of restructuring should be relooked such as, privatization of non-essential units, restructuring of existing units, disinvestment etc. each can be accomplished in a number of alternative ways. There are also a large number of financial mechanisms which can be considered such as outright sale, debt equity swaps, leasing, portfolio sale, etc. which need to be considered. Evaluation of present assets is itself a complex and difficult task which needs to be undertaken for each company on a case by case basis. There might even be need for exceptional measures for performance improvement of enterprises before any disinvestment or privatization.

Furthermore, examination of each alternative requires various kinds of high level expertise such as commercial, technical, financial and legal.

Public sector restructuring, disinvestment and privatization is currently taking place in a very large number of countries, both developed as well as developing. Such programmes can be observed in the former socialist economies, and countries as diverse as Chile, Jamaica, Sri Lanka, Iran, Malaysia, Mexico and Bangladesh, to name a few. Review of experience in different countries shows that most countries undertaking public sector reform have created a special body to undertake such reforms. Most of these bodies are created as high level Government bodies reporting directly to the Finance

Minister or Prime Minister. It is generally the case that once a strategic review is undertaken and different strategies have been outlined, the companies identified for disinvestment/privatization etc. are warehoused in this High Level Body, which then restructures it without further reference to the Government. Such a body is empowered to contract independent expertise from consultants or others as available domestically or internationally. There is a need to learn from these.

Whatever may be the institutional solution that is arrived at there is a great need to find and organize a mechanism for bringing in different kinds of professional expertise that are required for public sector restructuring and which is clearly not available within the Government. There must also be an understanding that public sector restructuring is not free, both from the view point of labor welfare and from the view point of the investment required in many enterprises for restructuring. An explicit link between the resources raised from disinvestment with the cost of restructuring must be established.

It is also feasible that opposition from managers, employees and others will weaken as they see the new opportunities emerging. This process is quite clearly a desirable one from the view point of market structure. It is better to inject competition into each sector before the public sector enterprises which exist as monopolies are privatized.

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APPENDICES

Research Questioners

STAFF AND HEADS OF DEPARTMENT

RESPONDENT CONSENT

Good Morning/Good Afternoon.

My Name is Athuman Kwikima. I am doing my Masters Degree in Global Public administration with Seoul National University. I am conducting a survey to assess the PROBLEMS OF PUBLIC SERVICE REFORMS IN HUMAN RESOURCE DEVELOPMENT IN TANZANIA: A CASE OF DODOMA MUNICIPALITY. The results of this survey will be used by our country in particular the government and LGAs to identify critical areas for improving the human resource development.

Data Quality Assurance Information

	Enumerator	Supervisor	Data Entry Clerk
Name			
Date (DD-MM-YYYY)			

Instructions to Enumerators:

The questions in this survey are for the **staff and heads of units** . Choose 201 staff randomly from different offices. Choose purposively one head for each unit or department, DED, council chairperson, to be interviewed. This information is confidential and will not be shared with anyone.

SECTION 1: EMPLOYEES CHARACTERISTICS

		Write response in appropriate boxes
101.	What is your sex 1=Male 2=Female	
102.	What is your age	
103	What is your marital status (Circle Appropriate response). 1= Single/never been married 2= Married 3= Divorced 4= Widowed 5= Others (specify)	
104.	For how long have you worked here (in years)	
105.	What is your position	
106.	What is your department	

SECTION 2: MODUS OPERANDI OF THE PSRP'S IN RELATION TO HUMAN RESOURCE DEVELOPMENT

This section examines how PSRP works in relation to HRD. Kindly show the extent to which you are familiar with its operation in relation to human resource development and how it involved.

201. How do you know the PSRP.....

202. How does the PSRP work in the context of HRD...?

203. In which specific areas has the PSRP concentrated much.....

204. What were the motives of PSRP...?

SECTION THREE: STAFF PERCEPTION ON EFFECTIVENESS OF PSRP

The likert scale below is used to measure response of respondents on PSRP.

	Factors	Very Agree 3	Undecided 2	Very disagree 1
301.	Bureaucrats at LGAs			
302	Inability to train staff			
303	High Cost to train staff			
304	Poor staff retention			

305	High Political pressure			
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SECTION 4: EFFECTS OF PSRP		
401.	Are you aware of PSRP 1 = Yes 2 = No 3 = Don't know/remember	
402.	If your response in 301 above is yes , give two positive effects 1 = 2 =	
403	Is the PSRP still working? 1. yes 2. No 3. I don't know	
404.	What effects(negative) does this reform program create on the nation 1..... ... 2..... 3	

탄자니아의 인적자원개발을 위한 공공개혁의 문제점에 관한 연구: 도도마 지역의 사례를 중심으로

KWIKIMA Athuman Katunzi Mussa

행정대학원 행정학 전공

서울대학교

본 연구는 탄자니아의 인적자원개발을 위한 공공개혁 프로그램의 문제점에 관하여 연구하고자 하였다. 이를 위해 도도마(Dodoma) 지역을 사례로 연구하였다. 보다 구체적으로, 현 제도의 운용실태를 평가하고, 공공개혁 프로그램과 교육훈련 프로그램에 대한 공무원들의 인식을 평가하며, 공공부문 개혁 프로그램이 직면한 문제점들을 밝히고자 하였다.

이러한 연구목적을 달성하기 위해 사례연구와 더불어 설문조사 또한 수행함으로써 다각적인 연구방법을 사용하였다. 본 연구는 무작위추출을 통해 공무원 104 명에 대한 설문조사를 실시하였다. 질문지를 활용하여 실시한 설문조사와 인터뷰를 통해 자료를 수집하였다. 본격적인 조사에 앞서 사전조사(pilot study) 또한 실시하였다. 이렇게 수집한 자료는 SPSS 를 이용하여 분석하였다.

연구분석 결과, 공공부문 개혁은 매우 성급하게 추진되었고 이로 인해서 그 결과를 확인하기 어려웠다. 이는 정치적인 압력과 공무원들의 낮은 호응 때문인 것으로 판단된다.

한편, 공공개혁은 수많은 도전과제에 직면해 있는데, 예를 들어 집행비용이 많이 소요되며, 신입공무원들은 충성도가 낮고 이직률이 높은 문제 등이 있다.

따라서 정부는 서비스 전달을 향상시키고 비용을 최소화시킬 수 있는 채용정책을 고안해야 한다. 또한 정부는 지방분권정책의 취지에

발맞추어 각 구별로 채용과정을 자율적으로 실시할 수 있는 권한을 위임해야 할 것이다.

키워드: 공공개혁 프로그램, 교육훈련 프로그램, 도도마,

학번:2011-24171

ACKNOWLEDGEMENT

First and foremost, I wish to extend “a big thank you” to my thesis advisor Professor Soon Eun Kim. His timely response, constructive criticism, close guidance and invaluable advice and support made me accomplish my research on time. I am very grateful to the Clerk of the National Assembly of Tanzania Dr. Thomas Didimu Kashilillah and my colleagues at the National Assembly of Tanzania, the Director of Dodoma Municipal Council and the Head of the Department of Administration and Human Resources Management of Dodoma Municipal Council for their support and encouragement extended to me during the period of my research. Special thanks should go to Professor Huck Ju Kwon (Director of Graduate School of Public Administration) and other GSPA Professors, Hon. Yusuph Abdallah Nassir (Mp), Ms. Yong Mi Lee, Mr. Saidi Othman Yakubu, Ms. Judith Peter Mahende, Ms. Shella Mussa Kwikima, Mr. Juma Seleman Maganga, Ms. Zainab Kutengeza, Mr. Brown Shimwela, Ms. Christina Ngonyani and Ms. Lina Caroline Kitosi, Ms. Grace Bidya and her husband Mr. Julius Lwenje for their invaluable assistance in accomplishment of this research paper. The successful completion of my studies particularly the research was a result of their constant support given to me.

My sincere appreciation of gratitude goes to KOICA and the Korean Government for providing me with full scholarship, without which my studies would have not been possible.

I am also grateful to GSPA office and the Seoul National University for providing us with conducive learning environment, organizing and facilitating extracurricular activities.

Lastly, My Special and sincere gratitude goes to my wife Rehema and my dearly beloved son Irfan Kwikima for their endless moral and material support, love and accepting my absence from them for two consecutive years while attending my studies in South Korea. May God Bless You