Master's Thesis of Public Administration

Assessment of Effectiveness of Open Performance Review Appraisal System Implementation in the Local Government Authorities in Tanzania:
A case of Ikungi District Council

탄자니아 지방자치단체 공개성과 검토평가제도 시행의 실효성 평가:
이쿤기 의회 사례

February 2023

Graduate School of Public Administration
Seoul National University
Global Masters of Public Administration Major

Shukrani Ramadhani MSHIGATI

Assessment of Effectiveness of Open Performance Review Appraisal System Implementation in the Local Government Authorities in Tanzania:
A case of Ikungi District Council

Academic Advisor   Kim, Junki

Submitting a master's thesis of Public Administration

October 2022

Graduate School of Public Administration
Seoul National University
Global Masters of Public Administration Major

Shukrani Ramadhani MSHIGATI

Confirming the master's thesis written by
Shukrani Ramadhani MSHIGATI

December 2022

Chair   Ko, Kilkon

Vice-chair   Choi, Taehyon

Examiner   Kim, Junki

Certification

The undersigned certifies that he has read, and hereby recommends for acceptance by Seoul National University of the Republic of Korea, a dissertation titled: "assess the effectiveness of OPRAS implementation in the Local Government Authorities. A case of Ikungi District Council", in partial fulfillment of the requirements for the award of a Master's Degree of Global Master of Public Administration.

Dedication

This research is dedicated to "Almighty God for providing me with energy and a healthier body and mind, my late father, my mother, my wife, and my children".

Abstract

Assessment of Effectiveness of Open Performance Review Appraisal System Implementation in the Local Government Authorities in Tanzania: A case of Ikungi District Council

Shukrani Ramadhani Mshigati

Global Public Administration Major

The Graduate School of Public Administration

Seoul National University

The study was about to assess the effectiveness of OPRAS implementation in the Local Government Authorities, Ikungi District Council as a case study.

Purpose: the research study was expected to offer a general clue on the effectiveness of OPRAS implementation. The intention of this study was to assess the effectiveness of OPRAS implementation in the Local Government Authorities; to analyze employees who comply with OPRAS annual performance agreement; to observe the employees' perception and awareness of the use of OPRAS, and to find out the challenges that encounter the smooth implementation of OPRAS.

Research methodology: the study was intended to use 150 public employees from 13 departments and 6 units within Ikungi DC embedded with LGAs cadres carrying various designations ranging from junior officers to incumbents in the organization (IDC). Since it was a survey, it was then crucial to show the time for conducting the survey, the way the questionnaire was designed, and the whole process of sharing and capturing the data from the respondents. It was just like snow-boll techniques within the online survey, due to the fact that one respondent once filled the survey, used the same link to share it with his or her friends.

Questionnaires took the form of multiple-choice, fill the blanks, long essay questions, and the Likert scale designed through Google form as the means used to collect the data. Descriptive analysis and regression analysis is employed to come up with the findings.

Findings: the study revealed that 70.6 percent of the staff signed the Annual Performance Agreement at beginning of each financial year. The findings comprehended that about 71 percent of respondents do mid-review and annual assessment by themselves and submit them to their supervisor to accomplish and sign the OPRA forms and keep records in case of the annual evaluation. Finds showed that staff (employees) involvement in setting performance targets is poor as evidenced by mid-review and annual assessment. This finds to a large extent shows that OPRAS guidelines are not actually adhered hence leaves a certain percentage signing APA unconsciously and they have to do so because of the need to be promoted. However, performance is not much considered, since the evaluation is not intensively since it is not done collectively (employee and supervisor) also supervisors lack rating skills.

Recommendation: the effective implementation of OPRAS requires the institutional and legal framework. However, the legislation is not necessary and not sufficient condition in forcing employees to implement the system but it is useful for ensuring adherence to the system. Leadership commitment and support, the system requires those who are ready and support the system to be implemented which finally enables an organization to measure performance and organization be able to realize goals and objectives by encouraging the training of the system to the employees and involving them in setting their performance targets which are standards in the organization and can be attainable. Training plays a crucial role in both OPRAS utilization and increasing knowledge, skills, and ability of employees, therefore, the researcher argues to management to put high consideration on training and make sure that it happens.

Keywords: open performance review appraisal system, open performance review appraisal forms, annual performance agreement, performance management, mid review, and annual assessment or evaluation.
Student Number: 2021-28513

Table of Contents

List of Tables

List of figures

List of Abbreviations

APA	Annual Performance Agreements
CACRS	Closed Annual Confidential Report System
CSRP	Civil Service Reform Program
DED	District Executive Director
GMPA	Global Masters of Public Administration
ICT	Information Communication and Technology
IDC	Ikungi District Council
Ikungi DC	Ikungi District Council
LGAs	Local Government Authorities
MTEF	Medium Term Expenditure Framework
MDAs	Ministry, Department and Agencies
OPRAS	Open Performance Review Appraisal System
OPRA	Open Performance Review Appraisal Form
PA	Performance Appraisal
PMS	Performance Management Systems
POPSM&GG	President's Office Public Service Management and Good Governance
PSC	Public Service Commission
PSRP	Public Service Reform Program
RS	Regional Secretariats
SP	Strategic Planning
URT	United Republic of Tanzania

Chapter 1.
Introduction and Background of the Study

1.1 Introduction

This chapter covers the background of the study or problem, overall objective, and specific objectives, general question and specific questions, the scope of the study, the central pattern of the study as well as definitions of the key terms.

1.2 Study Background

Performance appraisal (PA) is not a new concept; it has existed over 100 years ago in Europe and America when company owners wanted to know the companies' performance and individual appraisals. Several sources suggest that performance appraisal was invented by Walter Dill Scott in the early 1920s, however, the system was not broadly recognized. (Crowley, 2015), argues that, it was from the 1950s to 1960s where formal performance appraisal was well known and utilized by the companies, where organizations or company's objectives were against the goals from the individual, departmental to organizational goals.

In Tanganyika (now Tanzania), performance appraisal as a tool of performance management was adopted by the government from the early times of its independence (1961). At the time, Tanganyika like other African countries wished to have a proper means of measuring and evaluating the performance of its government on an annual basis plan as part of its strategies to have an effective and efficient government in terms of quality service delivery to its citizens. Closed Annual Confidential Report System (CACRS) was merely conducted secretly which made it difficult for employees to get feedback, also it was highly subjected to nepotism and favoritism when it comes to promotion due to lack of transparency in the

assessment. It was the only supervisor who sat down and evaluate the employee for the way he wished to do so, so when it happens subordinate has a misunderstanding with the supervisor for him or her promotion, the supervisor does not recommend him/her for promotion claims that it is because of the poor performance.

From the 1980s to the 1990s, it was an era of 'Reforms'. Most of the African states embarked on Public Sector Reforms as part of improving performance in the public sectors. Tanzania like other African countries introduced the Civil Service Reform Program (CSRP) in the 1990s which focused on restructuring the overall machinery of government, regaining control over the payroll and the size of the establishment, recapturing the control of costs, retrenching surplus staff, and beginning the move towards commercialization, privatization, and agencyfication with the assumption that the new efforts would cater for improved public service delivery such as education, health, clean and safe water supply, roads and security services and hence improve the welfare of the citizens as key clients of Government institutions (Lufunyo H, 2013).

Given the limited impact on the quality of public service delivery under the Civil Service Reform, the Public Service Reform Program (PSRP) was launched by the Government in 2000. The Public Service Reform Programme (PSRP) has been designed in the pursuit of the vision, mission, core values, and guiding principles that have been promulgated in the new Public Service Management and Employment Policy of 1999. The common mission of every public service organization under the ongoing reforms was to "To deliver quality services to the people of Tanzania, with efficiency, effectiveness and the highest standard of courtesy and integrity" (ibid).

It was under the PSRP I, that the government introduced the use of the open performance review appraisal system (OPRAS), in the Ministries,

Independent Departments, Agencies, Regional Secretariats, and Local Government Authorities (MDAs, RS, LGAs), in the spirit of employing of the performance management system (PMS) (URT, 2011). The objective of introducing OPRAS is to improve accountability, transparency, and resource management for efficient and effective delivery of quality services to the public through open performance review and appraisal systems. The introduction of OPRAS came to replace the Closed Annual Confidential Report System (CACRS) which appeared to create contradictions and dissatisfaction among employees. The CACRS was accused of being biased in terms of evaluating and communicating the performance of feedback. Such biases and confidentiality in communicating performance amounted to other core problems in public service (poor service delivery), nepotism, and favoritism in rewarding and awarding performance of public servants and in turn, jeopardizing the quality of service delivery.

1.3 Statement of the Problem

The government of Tanzania introduced the use of OPRAS in 2004 and come to force in 2005 in all its executive machinery (i.e. Ministries, Departments and Agencies (MDAs), Regional Secretaries (RS), and Local Government Authorities (LGAs)). OPRAS is in line with government legal institutions (the Public Service Employment Policy of (1999) Public Service Act No. 8 of 2002, and Public Service Regulation of 2003 as amended from time to time) that insist on the institutionalization of outcome leaning organizations to improve performance as well as service delivery within community. Not only that but also OPRAS is envisaged as a key responsible apparatus for employees as it emphasizes the value of sharing, possession, and transparency in the course of connecting employees in objectives setting, implementation, monitoring, and performance reviewing processes (Kwietnia, 2015).

Through values of sharing, possession, and transparency in the course of connecting employees in objectives setting, implementation, monitoring, and performance reviewing processes (the open performance review and appraisal systems), the government believed that an introduction of OPRAS would improve accountability, transparency and resource management for efficient and effective delivery of quality services to the public. Empirically this has not been the case, problems of ineffective implementation of OPRAS have been cited all over performance management works of literature in Tanzania. For instance, Rose Ephraim Matete (2016), reveals that most OPRA forms are not in line with performance guidelines issued by POPSM, performance guidelines are top-down oriented; the review process and decision making leaves a lot to be desired as there is a report of positively rewarding low OPRAS scores.

1.4 The Objectives of the Study

The objectives of this study were categorized into two major aspects, which are general and specific objectives.

General Objective

The study's general objective was to assess the effectiveness of OPRAS implementation in the Local Government Authorities. A case of Ikungi District Council.

Specific Objectives

The study was guided by the following specific research objectives: -

a) To analyze employees who comply with the OPRAS contract by signing the annual performance agreement (APA);

b) To observe the employees' perception and awareness of the use of OPRAS; and

c) To find out the challenges that encounter the smooth implementation of OPRAS.

1.5 Research Questions

The study's general question was to assess factors influencing OPRAS implementation in the public service. It was guided by the following specific research questions;

a) Do employees comply with the OPRAS contract by signing APA?
b) How do public employees perceive the general implementation of OPRAS? and
c) What are the challenges that encounter the smooth implementation of OPRAS?

1.6 Significance of the Study

The discoveries from this study decided, how the administration and staff figuring out the idea of OPRAS comparable to PMS, likewise know about the elements that have added to such unfortunate comprehension regardless of the way that, the examination framework currently has a long time since ate into all MDAs, RS, and LGAs. This assisted the specialist with concocting proposals to partners including in the execution of OPRAS. Confident assists with keeping away from the shortcoming or issues experienced during the shut framework. Increment execution as the outcome thusly high amount, great quality and actually administration conveyance to general society as the most objective populaces. Additionally work on representatives' motivating forces and yearly compensation gradual as expressed in the rules that since the dining of OPRAS, it isn't programmed like previously, in conclusion adding to the field for additional exploration.

1.7 Scope of the Study

This study is supposed to be led in the neighborhood government specialists (LGAs) as the region where the issue is not kidding and LGAs are straightforwardly in contact with residents in the assistance they offer. In this way, for the public authority to be said, that is serving its public is more reflected through LGAs. Ikungi District Council was used for doing studies and gathering essential information. The council has all out the number of workers approximated 2000. From the 2000 workers' fitting example size for researcher reviews was from 100 to 150 including, the District Executive Director (DED) head of offices and units, head of projects, superintendents, and head educators, clinical in charge, and staff from various frameworks or fields tracked down in the council.

Chapter 2

Literature Review

2.1 Introduction

This section introduced a touch of involvement of changes in Tanzania connected with the review, the survey of the writing to respect crafted by analysts in the fields who have been composing a ton in the topic. The part is comprised of a few areas which are interlinked, among them remembering the experience of changes for Tanzania, the Theoretical system, and the experimental writing survey.

2.2 Experience of Reforms in Tanzania

Rebuilding public assistance is a broad and steady cycle. It induces over homegrown to worldwide in all parts of life i.e., social-political, financial, and innovative progression (Osborne and Gaebler 1992). African countries, not long after independence including Tanzania government answered these circumstances by embracing essentially fundamental change measures: First, fortifying government structures; second, associations limit for the representatives to follow public assistance culture and in this way convey quality help; keep going, zeroed in on endeavor institutional running backs (model; execution the board frameworks,) in the contraption of government that might restrict the agreeability, obligation, public contribution, creative and genuine arrangement of public administrations (Mutahaba and Kiragu, 2006). In Tanzania, changes experienced since independence, in the purpose of the experience to partake in this concentrate a lot of endeavors is underscored to the changes that occurred late of the 1980s as the World Bank contingency to allow credits to recuperate the financial difficulty of the emergency. Gigantic changes arose in the 1990s to answer the persevering assets and administration disaster that hit the nation in the 1980s

(Hamad, Burhan, and Stabua, 2014). The size of the public authority was greater than the assets activated locally while the government experience succession of insufficiency in help conveying.

2.3 Need for Performance Appraisal

Performance appraisal is vital in business ventures or public organizations, it is the strategy by which the work execution of a representative is assessed according to the quality, amount, cost, and time and considered a responsible worker in the day-to-day implementation of the errands. Execution of the executives is a piece of the improvement transporter whenever utilized for advancement purposes by the leaders. The requirement for execution examination in the public assistance is extremely fundamental since both business and worker need criticism which for the representative can assist with working on the weak spot later on execution. Managers utilize such input in an independent direction, for example, distinguishing the sort of preparation applied to the representatives that can assist them with further developing execution later on, likewise as the great models for remunerations (advancement) and discipline (disciplinary) activities, (Bowman et al 2006, P. Jyothi and D.N. Venkatesh, 2010). Likewise, both contend that it works with correspondence among managers and workers and an extraordinary chance to determine a ton of representatives' complaints since they get the amazing chance to sit with the board/business. Accordingly, since the public help is a lot focused on assistance conveyance it is vital to do execution evaluation to the government employees to guarantee that they convey the best support of general society at the insignificant asset accessible and makes the government employees responsible. This assists even with killing or diminishes debasement rehearses.

2.3.1 Challenges of Performance Appraisal

Performance evaluation in the public service particularly in Tanzania is confronted with a few difficulties which while possibly not all around addressed can prompt the demotivating of government workers from great execution to horrible showing. This is because of the way that, it is tedious to the two chiefs and workers (setting individual goals, execution standard, which should line up with the association's brilliant course of action), not connected to pay or advancement for all intents and purposes in principle henceforth government employees neglect to further develop their shortcoming found during the past examination due to lacking of preparing to work on their presentation. Likewise, those with great execution get no prizes henceforth becomes deterred and their exhibition begin to fall apart in future. Need or unfortunate rating information or abilities thus make contempt to workers of a similar framework playing out similar undertakings however one views as evaluated high and the other low. That implies issues connected with examination, for example, corona impact, individual predispositions, correlation appraisals are undeniable as rehearsed by the evaluators (Bowman et al 2006, P. Jyothi and D.N. Venkatesh, 2010). If there should arise an occurrence of Tanzania public assistance, execution evaluation is extremely difficult to be carried out because of, lack or nonappearance of assets for OPRAS preparing and execution, insufficient assets like HR, actual assets, for example, super advanced instruments for OPRAS, endeavoring in setting targets and abilities on the most proficient method to fill goals in OPRA structures by government workers of various classes in the associations (Kimathi (2011).

2.3.2 OPRAS Implementation in Tanzania

In the Tanzania setting, OPRAS execution infers the inclination of marking by filling the yearly exhibition goals (set with targets and exercises to

accomplish them) which line up with the well thought out plan of the association. The execution is done based on the public authority financial year for government workers in the whole open help except for educators in essential and auxiliary schools, what begins on July every year and finishes on June of the following conventional year, where at the mid (i.e., December) the rule orders for the mid audit to survey the advancement and assuming there is a test can be addressed or goals against focuses to be reset. Educators likewise sign the yearly examination however since showing falls during the customary year, as the outcome along these lines instructors consent to the OPRA structures arrangement in January each and endures on December of every year where the mid audit is led on June (URT. 2011). After the survey and input dropped to government workers, those considered with great execution were to be granted by compensation addition and advancement for the three to four years back to back for best entertainers. Unfortunate entertainers were to be rebuffed by not getting compensation addition and advancement on the off chance that the pattern goes to four years without progress. Yet, as the self-evident reality nobody has at any point been abandoned to be advanced on the grounds that the person has horrible showing because of the way that OPRAS isn't very much carried out and sticking to the specified circumstances. By and large, OPRAS in not utilized as planned and the issues begins from the parental service answerable for overseeing PO-PSM and GG and PSC and guaranteeing that businesses sticking to OPRAS as planned.

2.3.3 OPRAS Process

In the execution of OPRAS in Tanzania, the accompanying system needs to comply to make it significant and implementable; it is gotten from the OPRAS rules of 2011 as given by the President's Office Public Service Management and Good Governance (PO-PSM and GG)

```
        ┌──────────────────┐         ┌──────────────────────────┐
        │ Annual Planning  │────────▶│ Setting Department/Division│
        └──────────────────┘         │ Objectives               │
              ▲                       └──────────────────────────┘
   ┌──────────────────────┐                       │
   │ Feedback on Annual   │          OPRAS        ▼
   │ Overall Performance  │          ┌──────────────────────────┐
   └──────────────────────┘          │ Setting individual targets│
              ▲                       └──────────────────────────┘
   ┌──────────────────────┐                       │
   │ Annual Performance   │                        ▼
   │ Review               │          ┌──────────────────────────┐
   └──────────────────────┘          │ Implementing & Monitoring │
              ▲                       │ (I & M)                  │
   ┌──────────────────────┐          └──────────────────────────┘
   │ Continue I & M       │◀──── Mid-Year Review ◀──┘
   └──────────────────────┘
```
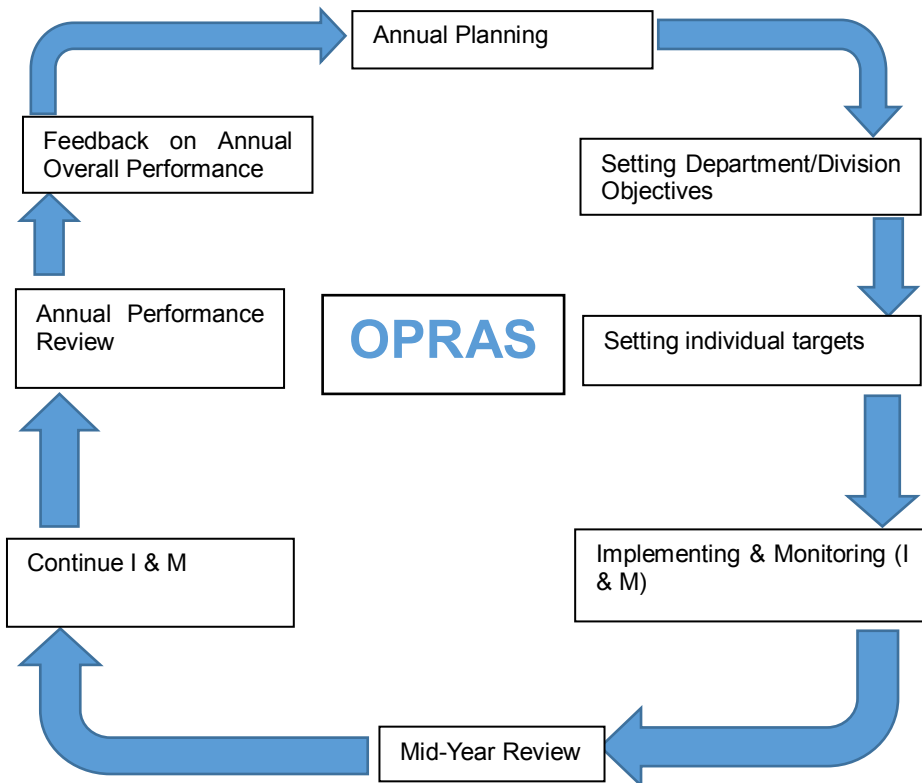
Source: OPRAS's guidelines 2011

2.3.4 Advantages of OPRAS Implementation in Tanzania

It is contended that utilizing execution evaluation can benefit both (representatives and managers) but different researchers contend that has negative response to the cycle. (Taehee Kim and Marc Holzer, 2016). Additionally, contend that presentation evaluation is a significant device that association use to gauge representative work execution, direction and gives input to worker thus can be utilized to work on their ability through preparation stages. Regardless of the advantage that build in the hypothetical utilization of execution examination, nonetheless, with regards to its training the guessed benefits will generally vanish or stay under satisfied (Kim and Holzer, 2016). This is more happens in the public help associations, prattle in execution evaluation might cause a swarming out impact on workers' inspiration, bringing about apparent pressure and even

breakdown (Kellough and Nigro, 2002; Pearce and Perry, 1983) as referred to by (Kim and Holzer, 2016). Further the proof shows the diminishing of trust in the viability, uprightness, and reasonableness of the public presentation evaluation (Kellough and Nigro, 2002; Pearce and Perry, 1983 as referred to by Kim and Holzer, 2016).

Execution of OPRAS builds a few advantages from associations/managers, representatives, and clients who are served in the specific topographical region. Association/manager; the association benefits from the OPRAS when all around executed in light of the fact that there is an incredible chance of accomplishing the association's objectives since representatives know about what they should do or perform. As the outcome, in this manner more often than not they focus on what they are should perform on the grounds that it is where they will be surveyed. Having the right HR to do the undertaking accessible through the criticism and preparing proposed to unfortunate entertainers, prone to utilize not many assets to accomplish objectives because of the way that assessment remains closely connected with the asset distributed and spent to accomplish objectives and it where the possibility of effective come in. Incredible chance to destroy or lessen defilement because of the presence of client input which fears prone to influence the examination.

Public employees; can be benefited from the OPRAS in different regions, for example, mastery because of transporter advancement through preparing proposed to further develop execution, freedom, and certainty since can play out the errand as in the arrangement or agreement with less or no help from the top administration. Having a valuable chance to talk about with the business or manager constructs him/her certainty to communicate in the crowd and convey. OPRAS can contribute or speed up to the arrangement advancement for best entertainers and ultimately work on way of life as the pay increment through the compensation increase.

Clients; benefits from the OPRAS because of the way that workers give great quality and high amount administration. Clients get administration since merit and reserve the option to get it and not to get mentioning it or be unassuming. This since worker is responsible for any activity that is against the great code of behaviors.

2.3.5 Roles of Stakeholders in Process if Implementation

a). Employees / civil servants

To comprehend what representatives should do in each financial year, to participate in the setting of goals, targets/execution guidelines that line up with the masterful course of action (SP) of the association and request the assets to achieve the assignments, to sign with the manager the yearly arrangement /OPRA structures toward the start of the monetary year or new common year for showing staff and be physical or go to mid survey and yearly examination gatherings, to communicate the issues noticed all through the year in the presentation or give remarks in the gave segment in the OPRA structures as well as to keep three duplicates of the consented to an arrangement (OPRA structures) over time and hold one duplicate after the yearly evaluation.

b). The Manager's Roles: -

The manager plays likewise a part to play in the implementation of OPRAS according to rules (URT 2011) boss assumes an extraordinary part to help business by guaranteeing that their subordinates' consent to the consenting to of yearly arrangements. Jobs of a manager are:- To guide, mentor, and direction workers from their specialty/area/unit, to affirm that targets are set inside the setting of SP of the association, to ensure the subordinates the accessibility of the assets in order to do the undertakings that blend with the hierarchical objectives or goals toward the finish of the yearly evaluation, to

affirm or guarantee that representative investment in the mid audit and yearly examination gatherings and, to guarantee that head of division/office/association sees the remarks of the presentation report

c). Employer's Roles are:

As indicated by the OPRAS rule (URT 2011) employer is liable for the general oversight and execution of OPRAS in the association. This is because of the way that OPRAS appraisal assists association with having the perfect environment HR likewise in independent direction and formative purposes. The specified jobs are:- To energize through oversight that singular exhibition understanding is endorsed by all representatives toward the start of the individual monetary year or conventional year for instructing staff, to ensure that mid and yearly examination gatherings happen in all offices/divisions and units in the organization, to help and work with the execution of the plans through giving assets and preparing where vital, to screen and assess the execution of the organizations' arrangements as expected, and to make moves on the proposal of representatives given by bosses during the yearly presentation assessment through giving prizes, sanctions, improvement measure, and allure as needs are.

2.4 Theoretical Literature Review

Rose Ephraim Matete (2016), on her evaluation of the utilization the executives by objective (MBO) through OPRAS among the instructors in Tanzania, contended that educators are in two gatherings one is cynical as they totally go against the utilization of OPRAS. They go against the utilization of OPRAS because of the way that it is illogical and unreasonable with regards to Tanzania where the assets are scant (blocked understudies in the homerooms, absence of course books, and deficiency of work areas henceforth understudies sit on the floor). The hopeful gathering needs changes regardless of the difficulties, accepting that they will be

tended to as time is. In Tanzania, the training showing standard for a class ought to have somewhere around 40 to 45 understudies or understudies yet the truth of the matter is because of presentation of the free schooling the quantity of students to be selected has been greater subsequently overwhelming the couple of accessible assets. "OPRA structures/contract didn't help us, as it was not utilized for instructors' advancement. Instructors Service Department (TSD), advances educators no matter what the exhibition they have, so they don't see the need of utilizing OPRAS" one head educator pursued so during the meeting Matete (2016).

As referred to by H. Matibwa and M.Mwasimba (2018), Roch and Shanock (2006) redid the trade hypothesis to four equity prospects into a solitary hypothetical layouts. They observed that procedural, intelligent, relational and educational equity were like social relationship with any associations (procedural equity), or administrator (intuitive, relational and casual equity. They demand the monetary relationship since it connects with distributive equity. Representatives favor this sort of relationship since it has material addition and persuades them to try sincerely and eventually the acknowledgment of the association's objectives. In this way, conceptualizations hold the center reason for explaining workers' experiences of unbiasedness at the hour of execution examination length.

Reasonable equity cognizance has to do with the establishments specific on the choice connected with gauge the degree of unbiasedness saw in the presentation interaction as key advances essential to be viewed as Rosenzweing and Nohna (1994) model cited in crafted by H. Matimbwa and M. Mwasimba (2018). The exceptional techniques depict a vital picture particularly on the presentation examination studies i.e., evaluation models setting, taking the evaluator, and applying for requests. When these are inserted, they give ethically to representatives to buckle down. Folger Konovsky and Cropanzano (1992) following exact work by Taylor et al

(1995) fought the need of setting models and looking for requests as reflected in the investigation of H. Matibwa and M. Mwasimba, (2018). Chiefs' assessments, the executive's convictions, work fulfillment are without hesitation connected with appeal to systems.

Distributive equity understandings, this sort of reasonableness began from the investigations of value scholars, which propounded two functional powers connected to distributive equity as the outcomes which are choices standards and individual's objective of the evaluator or rater H. Matibwa and M. Mwasimba (2018). Relational equity bits of knowledge, talk about much on the reasonableness sees that associate with the manner in which evaluator might treat the assessed worker while doing individual examination whether decidedly or adversely impacted by compassion or sympathy to the person in question (going from quick boss to general organization). At the end of the day, the board culture of being kind and comfortable to workers emphatically affects the associations exhibitions H. Matibwa and M. Mwasimba (2018), Greeberg (1996) cited, likewise contend that few reason and sort of clarifications by the evaluator will generally raise rater's perspectives on shamefulness thus acts all the more appropriately.

Enlightening equity cognizance, it is likewise about decency in light of the portrayal of the presentation guidelines and possibilities, given criticism and sensible choices composition. This understanding appears as qualities conduct to such an extent that of uprightness, and have the option to contend intelligently or give rationale clarifications in the designation interaction H. Matibwa and M. Mwasimba (2018), further contend that associations explained here include putting forth execution objectives and guidelines, illustrating criticism, and extra understanding during the exhibition examination gatherings.

2.5 Empirical Literature Review

Researchers including Lungu (2018) committed chance to the investigation of execution the executives and laid out a progression of challenges that hinder execution evaluation, mercy blunder, comparably, mistake, mistake of focal propensity, radiance impact, are a portion of the obstacles that add to the unfortunate straightforwardness and absence of objectivity P. Jyothi and D.N Venkatesh (2010). Bana (2009) referenced that OPRAS for workers' presentation especially in open associations, is reasonable to be utilized as the instrumental for the accreditation of representatives' preparation needs. Since it overcomes any barrier saw in the examination gatherings as opposed to the utilization of OPRAS for choices that can discourage the representatives to try sincerely in order to accomplish the association's objectives. Workers are not prepared for negative input additionally when it happens given it makes complication among groups. H. Matibwa and M. Mwasimba (2018) further add that presentation evaluation ought to act as the necessary evil, hence ought not to be an end itself. For the workers to prosper in their exhibition, there is no chance to get out than the organization to execute preparation phases advancement to furnish representatives with information, abilities and capacity to show understanding while playing out the undertakings. The phases of preparation ought to begin from the requests pinpointed by the exhibition examination reports, not administration therefore doesn't address the genuine test that experiences the workers in their presentation. H. Matibwa and M. Mwasimba (2018) include different words that when it becomes in that manner workers are probably going to see execution examination as valuable instrumental for their vocation and wellspring of the mental agreement.

In the endeavors to make the course of examination awesome and have the option to use its benefits, an immense writing has arisen on execution

evaluation. A large portion of which fixated on planning better execution evaluation instruments zeroing in on its psycho-metric issues as absence of fair and objective examination instrument, the question of estimations (rating mistake, rating mercy), and evaluation recurrence (Korsgaard and Robertson, 1995; Land and Farr, 1980; Murphy and Cleve Kind, 1991,1995) as cited by (Kim and Holzer, 2016). Kim and Holzer, (2016), and Matete (2016) didn't consider in their examinations how the interaction is executed among the workers by the national government and the United Republic of Tanzania (URT) individually, regardless of the reality the presentation is all around planned and organized. This is likewise the situation of the OPRAS in Tanzania since it is very much planned however the execution of the idea to representatives involves banter since it is simply passed on to individual workers. Partners are not in that frame of mind to ensure that workers have a typical comprehension of OPRAS

The investigations assessed focused on the viability of OPRAS and in a manner worker can further develop execution, other than nobody has endeavored to show the way that representatives could set goals/guidelines targets line up with the association's masterful course of action. Which is extremely urgent on the grounds that when workers can foster their singular targets corresponding to the associations targets it turns out to be simple for them to focus on their exercises and make a decent activity plan which blend with everyday exercises to achieve the objectives. Not just representatives additionally manager ought to be capacitated to different regions as opposed to zeroing in on the rating abilities to keep away from what P. Jyothi and D.N Venkatesh (2010) explained blunder in rating, it ought to be recollected that rating is done at the yearly premise yet tutor, instructing abilities is required more in the daily practice in the association, to make flawlessly activities of the assignments. Not all managers can set the presentation norms or focuses against the well thought out course of

action, this sort of errands have been finished by arranging authorities yet with regards to the OPRAS each boss is mindful to subordinates in the office/division and unit. Matete (2016), Angelo and Robert (2006) add esteem, on it when contend that exhibition examination research has been there over a really long period however generally founded on estimations and not how it is planned and carried out evaluation with the objective of execution improvement.

From the hypothetical and exact examinations, the specialist initiates a wide comprehension that the disappointment or progress of the execution of execution evaluation in any association, the accentuation being on the public area, relies upon the few angles among them including political, social, and financial. Being financially strong can likewise impact different angles to remain unchallenging. Matete (2016) on her investigations on OPRAS, that's what the discoveries show, for the OPRAS to be successfully executed the public authority and different partners ought to take their situation to further develop the work space first. She adds it is challenging for an instructor prepared for just 45 understudies/understudies the class to deal with a class with 100 students/understudies and ensure that they perform better in their tests. Henceforth recommending the public authority work on the work space and consider assuming OPRAS is pertinent to the nearby setting with scant assets. This infers that for an unfortunate nation like Tanzania to accomplish her objectives through administration by goals by involving OPRAS as an instrument is troublesome. Since the workers should be given assets to execute and achieve the errands which in the end handle the association's objectives/targets.

2.6 Research Gap

A few examinations have been directed on execution the board frameworks (PMS), but the vast majority of the investigations have been zeroing in on

the issues connected with appraisals (P. Jyothi and D.N Venkatesh (2010)) like predispositions, important of the climate with new peculiarity of new open administration (NPM) (Matete (2016)), and how manager can do to further develop appraisals while limiting biasedness and treating workers decently. The examinations likewise demand zeroing in much on advancement instead of dynamic subsequently here analysts' accentuation on the input and how such criticism can be used to further develop execution of individual lastly further develop association execution.

H. Matibwa and M. Mwasimba (2018 contends that preparing is vital so as representatives' exhibition work on however giving an open door to representatives to pick the kind of preparing that are more pertinent with their presentation is vital not in playing out their work but rather additionally works on physiological agreement with their managers or bosses. From the investigated examinations, analyst didn't waste any time trying to do study to see the consistence of workers on execution along these lines drove me to participate in this review to get representatives experience on open execution audit evaluation framework (OPRAS) as an instrument of PMS in view of the board by targets (MBO) or result arranged.

Notwithstanding, (Matete (2016) contended on her concentrate on teachers with OPRAS execution and discoveries were in two gatherings among the educators the individuals who saw OPRAS as device which upgraded them to accomplish more and other went against requesting that it was important with Tanzania setting and wastage of time (time to talk about the goals, setting targets and making duplicates of OPRA structures to be filled and endorsed among manager and subordinate) and assets and expanded complaints among boss and subordinates. Since teachers are a vital part of neighborhood government staff then I acquired interest to read up for the entire nearby government authority's government workers to see their discernment or consistence on the OPRAS execution at Ikungi DC.

Chapter 3
Research Methodology and Design

3.1 Introduction

To investigate the data connected with OPRAS on workers' discernments/consistence in the public area, there was a need to pick the suitable techniques and move toward that assisted with getting a handle on what was planned. OPRAS is an instrumental plan under the management by objectives which center on the outcomes situated, with targets to further develop conveyance of excellent and amount administration to general society while making workers responsible for their exhibition.

3.2 Research Techniques

Research procedures are the methodologies for social occasion and analyzing data that integrates outline, tests, interview, and insight. Aniko Kezdy and accomplices' survey (Kezdy, Martons, Boland, and Horvath-Szabo, 2011 fight that student there are two kinds of outlines that vacillate dependent upon the time and association. Where cross-sectional investigations, longitudinal outlines, design audits, board studies, accomplice studies, and survey outlines all are done on a period premise. Kezdy, et al give a delineation of the cross-sectional survey as each done thus at one point.

The other kind is organization that influenced the specialist, this audit is done as self-managed overviews. Kezdy, et al keep on battling that this kind of assessment gives adequate entryways to respondents to direct the reviews and put away their own worthwhile chance to reply. This may be a printed rendition where the scientist appropriates papers to respondents or fragile copies which may be sent off to respondents through email or an alternate technique for electronic. The scientist in this study used this self-directed

overview since it was easy to accumulate the data and offer the respondents adequate chance to fill and make a convenience inside the predefined period given.

In this examination, the specialist had two novel overviews one for the supervisory crew and the other for workers in the neighborhood government authority (LGA). The administration study was coordinated to get the organization pieces of information concerning OPRAS execution, however the agent's overview was figured out how to accumulate the experience on consistence with OPRAS execution at LGA as ordered by Public Service Management and Employment Policy of 1999 (PSMEP) and the Public Service Act No. 8 of 2002 (PSA) to all administration laborers in the whole open assistance (Bana 2009, Faisal Issa, 2010).

3.3 Quantitative and Qualitative Research Type

The review to ale degree is both Qualitative and quantitative because of the way that, it contained open and shut finished questions (different decision and Likert scale, fill the spaces and thinking questions). Consequently, for concentrate as E. Babbie (2013) contends each perception at the underlying is subjective, subsequently the review obliged the two of them (blended strategies in information assortment and examination).

Subjective and quantitative, mixed systems are special as D Jansen and K. Warren contend (Jansen, D. furthermore, Warren, K. 2020) while subjective for this review, the specialist used to accumulate the delegates' knowledge/experience in the OPRAS execution by looking at their consistency to consent to a yearly arrangement at Ikungi District Council as (close by government authority tending to more than 185 nearby government specialists). The scientist moreover used quantitative which assisted in the combination of portion information in light of the fact that even consistency with canning matter dependent upon a couple of factors

like age, tutoring level, and work knowledge. These can add to the obligation in the affiliation or torpidity in the affiliation. (Babbie 2003) battles that section information is enabled to the approach to acting of laborers and have the choice to know in the consistent way to deal with itemizing such information.

The specialist utilized a web-based study through Google structure, especially to the design of the ensuing review which remembered staff for an aimless strategy for a grouping of data where 150 respondents were supposed to fill and present the surveys. The audit term was from fifteenth February 2022 to fifteenth March 2022 anyway due to troubles emanated during the filling and convenience of the Google Form, the specialist expected to modify the design and change the deadline for convenience. For the rest of enduring convenience, 160 respondents filled and offered the reviews.

The assessment surveys facilitated to the board was filled and submitted to all durable person from IDC. (Babbie 2003) battles that strong verification depends upon the huge number of information assembled.

3.4 Research Methodology

Derek Jansen (MBA) and Kerry Warren (Ph.D.) June 2020 propounded that assessment theory can be suggested as the valuable "how" of some arbitrary piece of the overview. It is about the researcher arranging an overview to ensure significant and reliable results that address the specialist's focuses and targets. Jansen, D. furthermore, Warren, K. 2020 continue to fight that it moreover incorporates what is to be assembled and what isn't while putting into thought the wellspring of the data, looking at plans how data has been accumulated, and the suitable way to deal with making such assessment. The central objective of the assessment system is to make support for the expert's decision to include such a strategy and method in the data collection

to the examination. With the end goal of this study the specialist had an efficient arrangement to approach questions that yielded the planned data and auxiliary data to help the proof.

3.5 Research Methods

E. Babbie (2013), characterizes research plan as the overall strategy utilized to do explore that communicated in short, coherent arrangement to handle research question. From the E. Babbie definitions as it accumulated the upsides of setting such an arrangement right on time preceding the field, specialist made planning incorporated the plan utilized. Since it was a study, it was then urgent to show the ideal opportunity for directing the overview, and how the poll was planned and the entire course of sharing and catching of the information from the respondents, it was very much like snow-boll methods inside the internet-based review, because of the way that one respondent once filled the review utilized a similar connection to share to their companions. Surveys appeared as various decision, fill the spaces, long paper questions and Likert scale planned through Google structure as the means used to gather the information. Since the scientist didn't go to the field genuinely, the planned poll was shared through internet based connect by means of what' Sapp as fundamental online entertainment utilized in Tanzania in casual correspondence, this implies gave to respondents to approach the surveys more straightforward. Likewise, this simplified to respondents to have a similar connection to individual staff in the committee since it was hard for specialist to arrive at all respondents yet by the utilization of this way added to a more prominent number of respondents to partake in the review.

3.6 Area of Study

The review was directed in the central part of Tanzania, the district is described by the semi-bone-dry. It is around 205 KM structure the Dodoma

capital city of the country. IDC is one of LGA among the seven LGAs in Singida, the district was laid out by the Prime Minister announcement and distributed in the public authority journal on May, 2013. In this way, it is newborn child, that is the reason researcher needed gain from the organization on the way things were executing the OPRAS, however being new doesn't't mean that even employees are unfamiliar persons in the council, some are incumbent in the entire public service.

3.7 Information Sources

There various data sources as communicated in various investigation books. They generally accumulated into two kinds of data, fundamental and helper data (Kothari, 2004). Evidence get for the investigation work starts from both fundamental and assistant sort of data. The fundamental data was assembled using a survey. Helper information was assembled from various books, journals, eBooks; web sources articles, circulated and no disseminated investigation.

3.8 Study Population

Designated populace in this study was the public employees in Singida locale where by it was focused on the execution of OPRAS. The review tricked its deductions after interview with; public representatives on the powerful execution of OPRAS in the public service as the apparatus for the executives.

3.9 Sampling Procedures and Techniques

Researcher procedures which might be considered as both snowball examining and purposive inspecting strategies were utilized to distinguish members whereby one member had an extraordinary opportunity to welcome different members of their own region or gathering of web-based

entertainment to partake in the concentrate by sharing the connection. Likewise, researcher utilized WhatsApp status to post the connection and welcome the individual from a nearby government saved to his telephone and had the option to see the connection. They taped the connection and fill the overview and submit it. Together these methods helped assemble data on time.

3.9.1 Sample Size

The review planned to use 100 to 150 public employees from 13 departments and 6 units inside IDC under the LGAs framework conveying different assignments going from junior officials to incumbents in the council (IDC).

3.10 Data Collection

The principal approach for information assortment is to study surveys regulated online as essential information source and narrative audit alluded as the optional information source. The two methodologies permitted the collecting of rich data to analyst, online overview polls were both client companion to respondents and specialist since it was simple for them to get to the surveys through gave connection and fill the 7 minutes polls and a similar time giving simple method for getting input in favor of scientist. The archives explored incorporate government's reports, rules, guidelines, arrangements, and gathering papers connected with OPRAS execution in Tanzania while on the opposite side were insightful works tracked down in various diaries of institute. These methodologies expanded the believability and legitimacy of the discoveries, as the instance of subjective specialist had the option to see the assessments of the respondents on the genuine picture and got a handle on top to bottom comprehension of the OPRAS execution in Tanzania from both staff and the board.

The review utilized study surveys to accumulate information from staff at the Ikungi area gathering as one of the chosen LGAs addressing in excess of 185 nearby experts in Tanzania.

3.11 Hypothesis Test

The review utilized descriptive statistics, connection investigation and different relapse examinations model that attempted to figure out the relationship that exists among reliant and free factors involving logical modular as made sense of howl: -

3.11.1 Analytical Framework Diagram of Variables

Independent variables
Employees' involvement in setting performance targets
Alignment of targets with the organization's objectives, MTEF and SP
Targets are timely done
Training regarding to OPRAS
OPRAS training facilitates the implementation of OPRAS

Dependent variables
Signing annual performance agreement (APA). Supervisor & employee
Adhering in the signing OPRA form through APA involvement (supervisor & employee)

Control variables
Gender
Age
Education
Working year or experience

3.12 Data Analysis and Estimation Techniques

The examination of the data was both quantitatively and subjectively assessed by which, the information gathered was coded, altered, and

classified in the required and determined way utilizing Microsoft Excel, and SAS on Demands for Academic. After assessment vital tests were attempted. These incorporate Descriptive Statistics multiple regression and important tests (both for individual independent variables and overall significance) by utilizing the F and t-test insights and their probabilities, as well as integrity of fit by utilizing Pseudo R2.

Chapter 4
Research Findings

4.1 Introduction

This chapter presents assessments of the revelations of the delegates' consistence or impression of feasibility of Open Performance Review and Appraisal System (OPRAS) execution in the Local government authorities with the context-oriented examination of Ikungi District Council (IDC). The main part of this table below, presents the respondents' characteristics. The resulting fragment gives comprehension of how much representatives in the local government approves to OPRAS, as it is used in this study, moreover getting information on organization side on OPRAS implementation in their department/division or unit where they have subordinates to direct.

The study's general objective was to assess the effectiveness of OPRAS implementation in the Local Government Authorities. A case of Ikungi District Council.
The study was guided by the following specific research objectives: -

a) To analyze employees who comply with the OPRAS contract by signing the annual performance agreement (APA);

b) To observe the employees' perception and awareness of the use of OPRAS; and

c) To find out the challenges that encounter the smooth implementation of OPRAS.

The respondents were given various inquiries to settle on the adequacy of the OPRAS implementation relying upon the inquiry posed as well as utilizing the Linkert scale ranging from 1 strongly disagree to 5 strongly agree. The accompanying subheadings address the findings on the viability of OPRAS implementation in the Local Government Authorities in Tanzania.

4.2 Descriptive Analysis

This part makes sense of on the factors (reliant, autonomous and control factors) by depicting the mean, standard deviation, least and most extreme. Table 1 beneath shows the reliant factors having practically a similar mean which infers that there is no distinction on in their huge. Similar outcomes are depicted in the free factors while just factor with respect to preparing of OPRAS, mean of 2.968 which is possible 3. It suggests that these factors have impact in marking the APA. The modification is profoundly seen in the control variable where factors orientation, working year and age has mean practically 0.368 to 0.987 which implies that having long working experience, being senior, or orientation don't impact in that frame of mind of the APA, table 1 shows the distinct examination.

Table 1 Summary of Descriptive statistics

	Variable	Mean	Std	Min	Max
Dependent variable	Annual agreements are signed by adhering the OPRAS guidelines	3.518	1.092	1	5
	OPRA Annul performance agreement involvement (employee and supervisor)	3.506	1.138	1	5
Independent Variable	Employees' involvement in setting targets	3.775	1.057	1	5
	Targets are aligned with SP and MTEF	3.875	0.929	1	5
	Targets setting are done timely	3.450	1.103	1	5
	Training regarding to OPRAS	2.968	1.333	1	5
	OPRAS trainings facilitates in the implementation of OPRAS	3.468	1.217	1	5
Control variable	Gender (Female=1)	0.368	0.483	0	1
	Age	1.587	0.667	1	3
	Education	2.087	0.788	0	3
	Working year	0.987	1.075	0	3

4.2.1 Gender of Correspondents

The review planned to explore the orientation of the respondents who partook in the overview. That's what it uncovered, around 63.1 percent were males and females 36.9 percent, this suggests that overall men are dynamic and prepared to team up likewise it gives a sign to the specialist that, men are profoundly utilized in the public help than ladies. This might be because of the number of excuses that females have or social component which leads to the segregation of females in the schooling system as the result few are absorbed by the system.

4.2.2 Age of the Respondent

As per the age of the employees taking part in this review, it was seen that about portion of the respondents' age were between 18-35 which showed that greater part was youth, this depicts that there is as of late work were from the year 2015 to 2021. Maybe it was noticed additionally barely employees were at the age of 46-55 that was around 10 percent.

4.2.3 Education Level

The review disclosed that about the three quarter of the workers at Ikungi DC has advanced education level. A not many workers have no expertise 1.9 percent. Such representatives fall under the gathering of supporting staff/about a beyond 10 years the public authority stresses government employee staff to overhaul the instruction.

4.2.3 Working Experience

The study additionally analyzed the work insight of the answering notice their perspectives in grasping significance OPRAS. It was seen that around three quarter of the staff have the experience of under 10 years as civil servants. This experience might think about the consistence with OPRAS

execution in the association since the eating of the device for execution the executives is very nearly 16 years now. The need of advancement impacts junior officials to consent to yearly execution arrangement (APA) in steering expected to get the future advancement very unique with occupants who have been elevated as far as possible.

4.3 Empirical Analysis of the Sample

This study expected to involve 150 government employees as representative test; be that as it may, because of online organized surveys worked with 160 polls were filled. In this way, 160 surveys were filled effectively and accurately by 160 respondents of the absolute example which is 107 percent as displayed in Table 2.

Table 2 Empirical Analysis of the Sample of the Respondents

Variable	Category	Frequency	Valid percentage (%)
Gender	Male	101	63.13
	Female	59	36.88
Age	18-35	82	51.25
	36-45	62	38.75
	46-55	16	10
Education	Form four or six	3	1.88
	Certificate/diploma	34	21.25
	Bachelor degree (E.g. BSc/BA)	69	43.13
	Postgraduate/master's degree (MPA/MBA)	54	33.75
Working experience	1 to 5	69	43.13
	5 to 10	48	30
	11 to 15	19	11.88
	16 above	24	15

4.3.1 Employees compliance with OPRAS

This is accomplished by involving their supervisors in the development of performance targets. By assessing OPRA forms (annual performance agreements), the evaluation requires determining the extent to which public employees adhere to the OPRAS. Figure 1 depicted employees' contributions to setting performance targets with their superiors and requesting that they being met within the fiscal year.

According to the findings, the majority of respondents disagree that their superiors do not include them in the development of performance goals. It is estimated that 60 percent of those who are not participating do it on their own and submit such contracts (OPRA forms) to be signed by their supervisors.
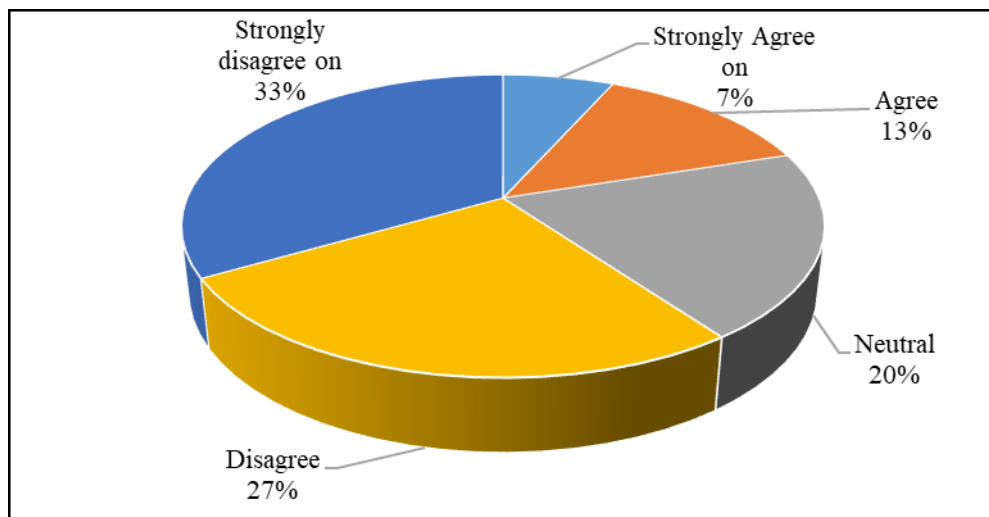

Figure 1 Shows employees involved by supervisors in signing APA

4.3.2 The signing of annual performance agreement (APA)

The study sought to establish the extent to which employees sign an Annual Performance Agreement through OPRA forms. The findings shown that 60.60 percent of the employees sign Annual Performance Agreement at

beginning of each financial year as indicated in Table 3 below.

Table 3 Employees Signing of the Annual Performance Agreement

S/N	Description	Frequency	Percentage (%)
1	Respondents who agreed	97.00	60.60
2	Neutral	23.00	14.40
3	Respondents disagreed	40.00	25.00
Total		**160.00**	**100.00**

OPRAS training has a positive influence on how many employees sign APA (OPRA forms). This indicates that employees who participate in OPRAS training are more likely to sign annual performance agreements with their supervisors. This is because such training gives employees the knowledge and skills they need to set their own performance targets, which must be in line with the department's objectives, the MTEF, and the organization's SP. Setting performance goals for employees who have not had OPRAS training, as previously said, is never easy. It is likely to differ from the departments or organization's objectives, MTEF, and SP.

OPRAS training facilitates in the implementation of OPRAS and influences the level of annul performance agreement participation (employee and supervisor). If employees believe OPRAS training would help them implement OPRAS, they are more likely to sign the agreement with their supervisor. Employees become aware of what they must accomplish as a result of their supervisors' engagement in planning and defining their

objectives, making it easier for them to sign APA (through the OPRA forms), resulting in OPRAS implementation. After all, they know what they want to do as individuals in terms of the organization's objectives.

The control factors do not affect their chance of signing an annual performance agreement with their supervisor because signing the APA does not evaluate working experience or age. Employees who take OPRAS training are more likely to be engaged or active in defining the department's objectives and setting performance targets that are aligned with the organization's MTEF and SP. Employees gain extra OPRAS implementation experience as a result of this; the more they do, the more they learn.

4.3.3 OPRAS Assessment or Evaluation

As shown in Table 4, the review attempted to spell out the circumstances under which employees review OPRAS either by themselves or in the presence of their superiors. According to the findings, approximately 71percent of respondents complete mid-surveys without assistance and submit them to their manager to complete and sign the OPRA forms, as well as complete a yearly evaluation without assistance and submit it to their superiors to complete their piece of the evaluation and keep a record.

Employees sit with their managers or meet with other colleagues to make an appraisal as part of the annual review, according to the report. Approximately 56 percent of respondents agreed to meet with their supervisors for an annual review, according to the findings.

Table 4 Mid-Review and Annually OPRAS Assessment

S/N	Description	Agreed	Neutral	Disagreed	Total

S/N	Description	Agreed	Neutral	Disagreed	Total
1	You do mid-review by yourself and submit it to the supervisor to accomplish and sign the OPRA form.	68.50	14.00	17.50	100
2	You make an annual assessment by yourself and submit it to your supervisor to finish his or her part of the assessment and keep a record.	70.50	11.10	18.40	100
3	You do an annual assessment with your supervisor by either sitting together or through meetings with other colleagues and making an assessment for each of you, signing and keeping the	55.80	15	29.20	100
4	When assessing the Attributes of Good Performance, you have to use your own criteria to make such evaluation in the OPRA form.	58.9	18	23.1	100

4.3.4 Resource Provision

The review planned in evaluating how much there is arrangement of assets in executing the exercises endorsed in OPRAS. It was uncovered that 41% of the representatives differ that, the allotment of assets in execution of the exercises as settled on the APA are alarm and deficiency thus adds to the inability to meet the organization's objectives and unfortunate execution of OPRAS.

Table 5 gives more subtleties on the arrangement of assets arrangement at the nearby government, execution of various exercises relies upon the asset or assets from the central government.

Table 5 Status of Resource Allocation Response

S/Na	Description	Frequency	Percentage (%)
1	Agreed	61.00	38.10
2	Neutral	32.00	20.00

S/Na	Description	Frequency	Percentage (%)
3	Disagreed	67.00	41.90
Total		160.00	100.00

4.3.5 Alignment of OPRAS with Organization's Plans

The review sought after laying out the degree to which the OPRAS line up with the organization plans (MTEF and SP). The discoveries uncovered that there is alignment of OPRAS goals and performance targets with organization's plans as 123 respondents' equivalents to 76.80 percent of complete respondents concurred as displayed in the table 6.

Table 6 Alignment of OPRAS with Organization' Plans

S/N	Responses	Frequency	Percentage (%)
1	Agreed	123.00	76.80
2	Neutral	20.00	12.50
3	Disagreed	17.00	10.70
Total		160.00	100.00

4.4 Employees' Perception and Cognizance for using OPRAS

Researcher also sought to look after the employees' experience on the use of OPRAS and level of their consciousness since it is very important and the response can give out alarm that OPRAS is not whether accepted or relevant

at Ikungi DC.

4.4.1 OPRAS Cognizance Performance

Researcher was intrigued to know how employees at local government authority know about the OPRAS and results showed that 55.5 percent of respondents know about the OPRAS at their unique circumstance and their importance with local environment. More data on employees' mindfulness on the utilization of OPRAS is displayed in Table 7.

Table 7 Employees' OPRAS Awareness

S/N	Responses	Frequency	Percentage (%)
1	Agreed	89.00	55.50
2	Neutral	22.00	13.80
3	Disagreed	49.00	30.70
Total		160	100.00

4.4.2 Employees Perception on OPRAS Implementation

The researchers wanted to see if employees were getting enough information on OPRAS implementation. That's what the findings revealed; almost a 60 percent of respondents agreed that the local government's implementation of OPRAS is extraordinarily inadequate, as seen in Figure 2. This implies that management should seek out a credible method for evaluating staff in local government agencies who are likely to be compatible with the local environment, particularly in light of the asset's limits. Because it is the one who oversees beneficiaries of various administrations provided by the council, the local government may be able

to market a positive image of the governmental entity.
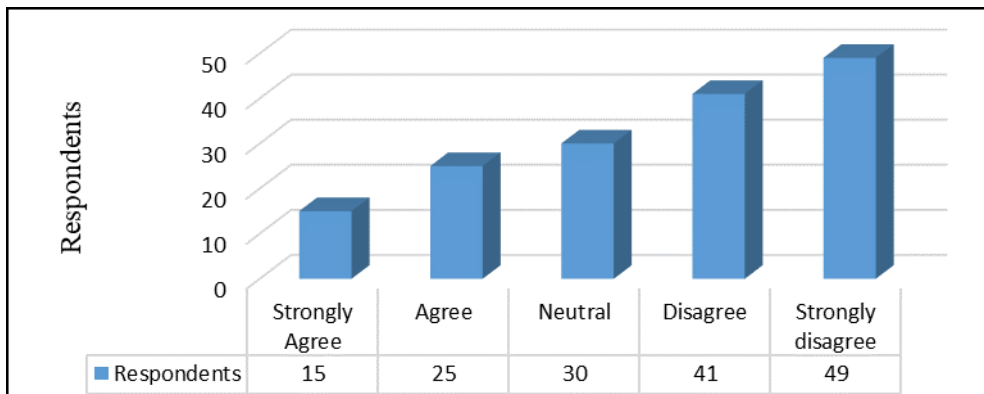
Figure 2 Employee's Perception on OPRAS

4.5. Encountered Challenges in the Implementation of OPRAS

The researcher wanted to look into some of the issues that are preventing OPRAS from being implemented, so he created a few questions to assess the respondents, such as the feedback mechanism after the annual evaluation, the type of feedback preferred by employees, whether such reports are used for development (training) or decision making (rewards and sanctions), and the resources allocated in the implementation of activities to achieve the organization's goals.

4.5.1 Feedback Mechanism to Employees from Supervisors.

In dealing with employees that received feedback from their superiors, it was discovered that 44 percent of the employees agreed and 36 disagreed on how to get feedback from their manager. In response to competent entertainers presuming that they were compensated, 44 percent couldn't help but reject the assertions, suggesting that regardless of how assessments are done, they are not used for decision or improvement purposes, as shown in Table 8.

Table 8 Feedback Mechanism to Employees from Supervisors

Na	Questions	Agreed	Neutral	Disagreed	Total
1	feedback from your supervisor	44	21	36.00	100
2	feedback through a meeting where the supervisor calls for each employee	38	18	44.00	100
3	You prefer positive feedback since motivates you to do more.	78.00	11.00	11.00	100
4	Good performers get rewards and poor performers get punishment.	34.00	22.00	44.00	100
5	You receive the material, moral support, and financial resources from your supervisor and management	46.00	24.00	30.00	100

4.6 Pearson Correlation Coefficients

Pearson correlation coefficients between dependent variables and independent variables, along with the control factors. Dependent variables have positive correlated with independent variables. Pearson correlation coefficients between (1) variable and (2) variable show 0.6. As to fluctuation of expansion (VIF), there is no independent variable having a worth of more than 10. This implies that there is no chance of multicollinearity.

Table 9 Pearson correlation coefficients among variables

		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
Employees' involvement in setting targets	(1)	1										
Targets are aligned with SP and MTEF	(2)	0.60	1									
Targets setting done timely	(3)	0.44	0.45	1								
Training regarding to OPRAS	(4)	0.44	0.34	0.36	1							
OPRAS trainings facilitates in the implementation of OPRAS	(5)	0.21	0.36	0.28	0.51	1						
Annual agreements are signed by adhering the OPRAS guidelines	(6)	0.34	0.42	0.42	0.34	0.25	1					
OPRA Annul performance agreement involvement (employee and supervisor)	(7)	0.51	0.38	0.36	0.41	0.33	0.48	1				
Gender	(8)	-0.05	0.05	0.01	0.1	0.04	-0.01	0.05	1			
Age	(9)	-0.03	-0.13	-0.01	-0.05	-0.1	-0.01	-0.05	0.07	1		
Education	(10)	-0.05	-0.08	-0.21	-0.01	0.03	0.13	-0.01	-0.20	0.27	1	
Working year	(11)	0.00	-0.05	-0.03	0.02	-0.08	0.06	-0.03	0.07	0.75	0.28	1

Note: Shading means $p<0.05$

4.7 Regression Analysis

Table 10 Regression analysis showing APA signed by adhering to the

OPRAS' guidelines (DV)

	Variable	Coefficient	Standard Error	t-value	Pr > |t|
	Intercept	0.551	0.478	1.15	0.2505
Independent Variable	Employees' involvement in setting targets	0.064	0.091	0.71	0.481
	Targets are aligned with SP and MTEF	**0.281*****	0.105	2.66	0.0086
	Targets setting done timely	**0.329*****	0.080	4.11	<.0001
Control Variable	Gender (Female=1)	0.064	0.160	0.4	0.6884
	Age	-0.178	0.172	-1.04	0.3004
	Education	**0.317*****	0.104	3.03	0.0029
	Working year	0.103	0.105	0.98	0.3279
Model information	F-value	**9.09*****			
	R-Square	0.295			
	Adj R-Sq	0.262			

Note: *** $p<0.01$; ** $p<0.05$; *$p<0.1$

The relationship between independent variables and dependent variables is seen in the table above (Annual agreements are signed by adhering the OPRAS guidelines). Model I has an R-square of 0.295, which means it explains 29.5 percent of the variation in the dependent variable..

Although the real practice does not reflect OPRAS, the practice needs employees to be involved in setting targets by supervisors each year. According to the findings, 84 percent of Ikungi district council civil servants in each department are not involved in setting their performance targets and are only filling out OPRA forms to comply with requirements rather than the intended objectives.

By following the OPRAS recommendations, the degree to which targets are matched with MTEF and SP has a positive impact on the degree to which yearly performance agreements are signed. Employees are more likely to sign an annual performance agreement if the targets are more linked with

the MTEF and the organization's SP. This is because employees are involved in all stages of planning, including setting department objectives and being able to set personal goals that they can achieve through the departments and organizations varied activities. As a consequence, employees feel a sense of ownership over the tasks they must complete over the fiscal year. Rather than accepting directions from upper management, employees must carry them out without being influenced.

The dependent variable responds positively to the degree to which targets are set on time. Employees are more likely to sign annual performance agreements to the extent that targets are set on time. The term "timely" has been used to refer to two factors in this variable. The first is OPRA, which is signed in July of each year and serves as a contract between the employee and the employer outlining what the employer expects from the employee during the given fiscal year. This means that in Tanzania, all employers or supervisors in the public sector sign annual performance agreements (APA) with their employees during this month, rather than any other month, with the exception of teachers, who sign APAs in January each year because they follow the common calendar. Second, timely means that the signing of the APA takes place between the end of June and the middle of July. Together, they persuade employees to sign APA after gaining experience with it and creating their own individual performance targets to be implemented within their capacity, taking into account the resources available to complete such actions.

Education has a constructive impact on the dependent variable as a control variable. This indicates that the higher an employees' education is, the more likely they are to sign the APA because they believe it is the only way their work can be reviewed and improved in the future. However, because supervisors do not take the time to involve subordinates, employees who are negative about OPRAS, the majority of whom have a poor level of

education, use this as an excuse. Employees with a higher education believe that their future prospects for promotion in various roles are bright, and performance is one of the variables used to evaluate individual performance.

Table 11 OPRA forms performance agreement employees' involvement

	Variable	Coefficient	Standard Error	t-value	Pr > |t|
	Intercept	**2.204*****	0.409	5.39	<.0001
Independent variables	Training regarding to OPRAS (VAR 4)	**0.276*****	0.072	3.79	0.0002
	OPRAS trainings facilitates in the implementation of OPRAS (VAR 5)	**0.153***	0.079	1.93	0.0558
Control Variables	Gender (Female=1)	0.024	0.177	0.14	0.8896
	Age	-0.012	0.188	-0.07	0.9457
	Education	-0.010	0.113	-0.09	0.9259
	Working year	-0.018	0.117	-0.16	0.8766
Model information	F-value	**5.91*****			
	R-Square	0.188			
	Adj R-Sq	0.156			

Note: *** $p<0.01$; ** $p<0.05$; *$p<0.1$

From the Table 11, it is observed that the probability values of the t statistic for all independent variables (VAR 4 and VAR 5) are 0.0002 and 0.0558 respectively. This means VAR 4 is highly significant at 1 percent significance level while VAR 5 is highly significant at 10 percent significance level, meaning they have significant effect on OPRAS implementation.

The VAR 4 coefficient of 0.276 means, if VAR 4 increases by a unit, other variables held constant, on average the estimated regression increases by about 0.276 units, suggesting a positive relationship between the Training

and OPRAS implementation variable. The VAR 5 coefficient of 0.153 as well suggests a positive relationship meaning, if OPRAS trainings increases by a unit, facilitates OPRAS implementation on average by about 0.153 units keeping other variables constant.

Hypothesis 1-1 is rejected due to supervisors' failure to include employees in the annual planning process, one of which is the OPRAS process, which ends with individuals who are expected to enforce the organization's plans developing performance targets that reflect the department's objectives derived from the organization's plans (MTEF and SP).

It is supported for hypotheses 1-2 because a significant number of employees sign APA because they are able to define their own performance targets because they are aware of the department's objectives, making it easier for them. However, if the department's objectives are not in accordance with the organization's plans, there is a decent possibility that the department will fail to set performance targets that are in line with the organization's plans as the ultimate goals for each department. It is clear that the three documents communicate in various ways. For example, the researcher stated that the department's objectives are not in line with the organization's MTEF, and that the MTEF is not in line with the SP. As indicated, the MTEF is medium for three years and must be produced from the SP; consequently, failure to be in line will result in unsatisfactory performance as measured by OPRAS.

Hypothesis 1-3 is also approved, owing to the fact that the typical, APA agreement must be signed while making an assessment of the previous fiscal year-end of June and December for teachers, since teaching occurs during the regular year, in order to be in a contract for the coming fiscal year. When an employer sets aside a week to sign APAs, a large number of employees are more likely to do so because other activities are curtailed to

ensure that employees negotiate what needs to be done in the coming fiscal year. This negotiation is done between the employee and the employer or supervisor. The resources required to complete such operations, among other things, must be considered while signing such a contract. As a result, it aids in the deployment of OPRAS.

Hypothesis H2-1 is confirmed because training is critical to OPRAS implementation because employees who are trained on how to engage in the establishment of their performance targets are more motivated to demonstrate their newfound competence. Training, on the other hand, aids in improving performance for those who have been identified as having poor performance in the previous year. When given job training, they are able to increase their levels of skills and knowledge, resulting in high performance and, as a result, high OPRAS implementation.

Hypothesis H2-2, which has been supported in the tests, reflects, as explained in hypothesis H2-1, that when employees receive training, they become or feel motivated, resulting in positive perceptions and attitudes regarding signing the APA. When employees are taught, they can help other employees sign APAs by assisting them in defining appropriate and aligned performance targets with the department's objectives, especially when they work in a team. If one individual in a team receives such instruction, the rest of the team learns from that person. As a result, I'm helping to implement OPRAS. Tables 4 and 5 provide statistical information, which is summarized in table 6 below.

Table 12 Hypothesis testing results

Hypothesis 1	Employee with skills on OPRAS is likely to be motivated in signing annual performance agreement through OPRA form which also leads to the performance 0f the tasks since he or she knows what to do, unlikely employee with no such skills tend to escape from signing the contract and may have poor performance.	**Pr > |t|**

Hypothesis 1-1	Employee involvement in objectives and targets setting becomes stronger, an employee has a more tendency to sign an annual performance agreement / contract by adhere to the OPRAS guideline (on each financial year)	Rejected	Insignificance
Hypothesis 1-2	As the degree that the objectives and targets are aligned with the organization's strategic plan and MTEF is higher, an employee has more tendency to sign an annual performance agreement or contract at the beginning of financial year.	Accepted	Significance
Hypothesis 1-3	As the degree that setting of objectives and targets are done timely is higher, an employee has more tendency to sign an annual performance agreement or contract at the beginning of financial year.	Accepted	Significance
Hypothesis 2	Employees who attend OPRAS training in the organization are likely to follow or adhere to the signing of the annual contract with their supervisors compared to employees who do not attend such training.		
Hypothesis 2-1	The attending of OPRAS training has a positive influence on the degree that the employee signs an annual performance agreement through OPRAS form with his/her supervisor.	Accepted	Significance
Hypothesis 2-2	As the degree that an employee perceives that the OPRAS training facilitates the implementation of OPRAS, the employee has more tendencies to sign an annual performance agreement through OPRA form with his/her supervisor.	Accepted	Significance

Chapter 5
Conclusion and Recommendations

5.1 Introduction

This chapter consists three main parts. The first part is conclusion while the second part is recommendations of the study and the last part is areas of further study.

5.2 Conclusion

The findings revealed that 70.6 percent of the staff signed Annual Performance Agreement at beginning of a financial year. Also, the findings realized that about 71 percent of respondents do mid-review and annual assessment by themselves and submit them to their supervisor to accomplish and sign the OPRA form and keep the record while employee does not understand how he or she was assessed by supervisor. This is contrary with OPRAS' guidelines which demands parties to sit together (employer/supervisor and employee and if possible third party) to make sure that there is fairness in rating of employees.

Therefore, the researcher offer the following policy recommendations:-

1. OPRAS tool has to be revised to reflect the real environment of local government in Tanzania rather being theoretical.

2. Design and introduce other tools as alternative to OPRAS which will provide option to organization to adopt it by considering the environment and resource constraints.

3. Each government organization has to form the committee that will supervise all activities related to employees' performances evaluation. It will be supposed to hold at least 3three meetings per financial year with concrete agendas (assessment report and feedback, signing APA week, mid-review and assess employees who were ought to be provided with

trainings resulted from the feedback that such training have been offered by the employer).

4. Integrate training policy with annual performance feedback on (development purpose) deciding who the employees are needed to be trained so as to improve their future performance.

5. Integrate promotion policy and employees 'performance, to be one of the criteria for employees to be promoted to high positions. It will encourages high performance and retaining of employees in the organization.

6. Local government authorities' performance evaluation should be done also by considering clients' feedback as the response regarding to the service they receive. It will make employers and supervisors more committed and accountable to their subordinated performance which is assessed by OPRAS.

It has to be recalled that, researcher in this study was highly interested to know the employees experience, challenges and compliance on the OPRAS implementation. Researcher did not measure or assess whether employees performance is high or low after signing APA. Therefore, this arguably calls for further research to evaluate if APA assessed under OPRAS leads to high performance or not. However, it is very difficult to assess the performance of employees if they do not sign APA under the OPRAS in Tanzania. Hence, understand the employees' perception, challenges and compliance was very important because multiple of such factors can obstruct the performance.

5.3 Recommendations

It is advised that public sector employers train employees on how to sign OPRA forms or APA forms in a cost-effective and efficient manner in order to ensure their participation in the OPRAS implementation. Providing

ongoing OPRAS training to newly hired and transferred staff so they can grasp how the system operates is critical to their performance and future career growth.

Ikungi District Council establishes a system monitoring and evaluation group to identify and enhance the OPRAS system's strengths and weaknesses. This will make it easy to rectify such flaws and get the system back on track.

IDC must guarantee that resources are available for OPRAS deployment. Resources are necessary for personnel to meet their targets and objectives, and the system will run smoothly as a result.

In general, an institutional and legal framework is required for the effective implementation of OPRAS. However, legislation is not a necessary or sufficient condition for forcing employees to apply the system, but it is helpful in ensuring that it is followed. Leadership commitment and support means that the system requires leaders who are ready and willing to support the system's implementation, allowing an organization to measure performance and achieve objectives and targets set by encouraging employees to learn about the system and involving them in setting their own performance goals that are attainable within the organization.

It is proposed that the President's Office of Public Service Management and Good Governance, in partnership with the Public Service Commission (PSC), perform semi-annual monitoring of all public organizations to see how they supervise and execute OPRAS. This is because employers are not committed to ensuring that OPRAS is well-implemented; for example, employers like IDC, which was the subject of our study, rarely have funds to train staff on OPRAS. How is it that we can expect large returns without investing? Such regular monitoring of employers will assist them in devoting and spending their time and resources to the OPRAS. The ultimate

purpose of OPRAS implementation is to ensure that the public receives high-quality services while also holding each employee accountable for their actions and ensuring that they do not violate the contract. After facilitating training, the fundamental duty of the employer is to provide resources that enable employees to accomplish their jobs in order to achieve the organization's goals. It is obvious that government is service-oriented, with the goal of maximizing welfare rather than profit.

OPRAS was introduced in 2005 as part of the Public Service Reform Program (PSRP), and it has been more than 16 years since nothing has been done, despite the fact that academics have written extensively on the issues that have arisen throughout the implementation of OPRAS. As a result, it is recommended that the tool be examined and, if possible, that various techniques for assessing performance, such as 360-degree feedback, balanced scored cards, and even better OPRAS, be deployed depending on the setting. Local government employees work in extremely challenging situations with minimal resources. It's difficult to ask a teacher with 100 pupils in a class how he or she handles the class to perform well as the criteria for being deemed a good performer; nevertheless, such a teacher is well qualified to handle a class of 40 students.

Improved working conditions and employee training on OPRAS and other professional skills, depending on the area where the employee works, will improve OPRAS implementation and drive such employees to work hard to close the gap between themselves and those who have not attended such trainings. Also, having good performance records, which are acknowledged by OPRA forms signed by APA, is one of the prerequisites for promotion. According to the researcher, the government should closely adhere to this since it will motivate individuals who devote their time and efforts to the implementation of OPRAS by performing their duties according to the agreement. Only those who qualify as indicated in the Public Service Act

2002, Public Service Regulation of 2003, and other government circulars issued from time to time depending on the situation should be considered for promotion.

5.4 Suggestions for further research

Because the study was limited to the use of OPRAS at Ikungi District Council for specific purposes, the researcher was unable to include any other councils. As a result, more research on employees' opinions of OPRAS implementation outside of Ikungi is essential, with the goal of replicating the findings and expanding them to all public institutions in the Singida region, as well as Tanzania as a whole. More research on Tanzania's future OPRAS system in the public sector is also suggested. Alternative methods that could be more effective instruments for managing employee performance are very desirable in keeping with this concept.

In the meantime, there is fourth industrialization which has taken off by the information technology and communication. In which digital or e-Government have greatest portion of utilization of ICT. The application of ICT can facilitate the introduction of several tools, which then can be used in the OPRAS system in Tanzania. Use of ICT in the OPRAS implementation can facilitate the increase in number of employees signing the APA in the public organizations. This will help data storing and retrieving them whenever they are needed by answerable organizations to oversee the OPRAS implementations.

6. Bibliography

Angelo S. DeNisi & Robert D. Pritchard . (2006). Performance Appraisal, Performance Management and Improving Individual. *A motivational Framework; Management and Organization Review 2 , 2 _ 253-277* issue no. 1740-8776.

Anshu Sharma and Tanuja Sharma. (2017). A conceptual Framework for Performance Appraisal on Issues of Cognitive Journal . *MRR 40*, 684-697.

Babbie, E. (2013). *The Practice of Social Research 13th Edition, The Practice of Social Research 13th Edition.*

Bana, B. (2009). Performance management in Tanzania public service. *A paper presented at the Conference on Governance Excellence: Managing Human Potential. Arusha International Conference Centre. Dar es Salaam: United Republic of Tanzania.*

Debrincat, G. (2015). *Effectiveness of Performance Appraisal Systems: Employee relation & Human Resources Management 7th Edition.*

Dixon, J. (1998). "Managerialism- something old, something borrowed, little new: Economic prescription versus organizational change in public agencies," . *International Journal of Public Sector Management, Vol. 11, No. 2/3*, 164-187.

Ellen V. Rubin and Amani Edwards . (2020). The performance of performance appraisal systems: understanding the linkage between appraisal structure and appraisal discrimination complaints. *The International Journal of Human Resource Management, VOL. 31, NO. 15*, 1938-1957.

Evan M. Berman, James S. Bowman and Jonathan P. West . (2010). *Human Resources Management in Public Service Paradoxes, Process and Problems 3rd Edition.*

Hadija Matimbwa & Maige Mwasimba . (2018). Perceived Benefits of the OPRAS at Kilolo District Council, Tanzania. *International Journal of Innovation and Research Education Sciences Volume 5. Issue 6, ISSN (online) 2349-5219 .*

Hamad, Burhan and Stabua . (2014). The Impact of Trade Liberalization on Economic Growth in Tanzania. *International Journal of Academic Research in Business and Social Sciences Vol. 4 No. 5.*

John, I. (2006). The Role of Motivation in Performance Management: The case of performance related-pay schemes in British local authorities. *A thesis submitted to the Faculty of Commerce and Social Science of the University of Birmingham for the degree.*

Kiragu, M. a. (2006). Public Service Reform Eastern and Southern Africa-Issues and Challenges . *Paper presented in the conference.*

Lalika, S. M. (2015). Thesis on An Assessment of the implementation of Open Performance Review and Appraisal System in Local Government Authorities. *Case of Study Morogoro Municipal Council.*

Matete, R. E. (2016). Implementation of Management by Objective through Open Performance Review and Appraisal System for Teachers in Tanzania. *International Journal of Education & Literacy Studies. Vol. 4 No. 3*, 25-33.

Osborne and Gaebler. (1992). Reinventing Government: How the Entrepreneurial Spirit is transforming the Public Sector from Schoolhouse to State House.

P. Jyothi and D.N. Venkatesh. (2010). *Human Resources Management.* New York: Oxford.

Taehee Kim and Marc Holzer . (2016). Public Employees and Performance Appraisal: A Study of Antecedents to Employees' Perception of the Process. *Review of Public Personnel Administration Vol. 36(1)* , 31-56.

Tanzania, U. R. (2000). *Reforming Tanzania's Public Sector: An Assessment reform implementation.* Dar es Salaam: President Office Public Service Management .

Tanzania, U. R. (2007). *Medium Term Strategy; Public Service Reform Programme, Volume I.* Dar es Salaam: President Office Public Service Management .

Tanzania, U. R. (2011). *Guidelines on Open Performance Review and Appraisal Systems.* Dar es Salaam: President's Office Public Service Management and Good Governance.

Zafar, S & Anam, K. . (2018). Moderating Effects of Technology on the Relationship of Communication & Feedback on Effectiveness & Efficacy of Performance Appraisal Systems. *Journal of Strategy & Performance Management, 6(3)*, 81-86.

7. Appendix
7.1 Sample of questionnaires used in the survey

Dear sir/madam.

I am Shukrani R. Mshigati, a student at Seoul National University in the Republic of Korea. I am directing exploration on OPRAS, there's review will probably get familiar with civil servants (employees) insights about OPRAS. As an employee of the government institution especially local government authority, you have been randomly chosen to participate in this study. The review is exclusively for research reasons, and it considers fractional satisfaction of the Global Master of Public Administration's guideline.

The study is deliberate, all reactions are dealt with similarly, and no private data will be gathered such as names. The survey requires 7 to 10 minutes to finish the polls, since this is internet-based, it is through the shared link that will give you access to it. It is advised that you complete it by 25th March 2022; your submission will be considered a sign of your eagerness to take an interest in this survey. The data will be highly protected and destroyed after the study.

For questions or need of more explanation if it's not too much trouble, utilize one among the accompanying ways of contacting me, WhatsApp +82 10 5922 8225 or +255 784 879760 or email: shukrani2021@snu.ac.kr or shurazaq@gmail.com additionally you may contact direct my supervisor if there be an occurrence of any to Professor Junki Kim through email: jkkim@snu.ac.kr

A. Demographic and background information
1) What is your gender? Male (   ), Female (   )
2) What is your age?
   - 25 or less than,
   - 26-35
   - 36-45
   - 46-55
   - 56-65
3) What is the highest level of education or degree you have attained or received?
   - form four/six
   - certificate/diploma
   - bachelor degree (e.g. BSc/BA)
   - postgraduate/master's degree (MPA/MBA)
   - doctorate (Ph.D.)
   - Other specify

4) What is your designation? (Example, teacher/ human resource officer)
_____ fill it

5) How long have you been a government employee?
- o 0-5
- o 6-10
- o 11-15
- o 16 above

B. Civil servants' perception of OPRAS implementation

1. How many times have you been promoted? _____
   - o Not yet
   - o One time
   - o Two times
   - o Three times
   - o Four times
   - o Five times and above

2. You are involved by your supervisor in setting objectives and targets that demand you to implement and finish them within a year.
   - o Strongly Agree
   - o Agree
   - o Neutral
   - o Disagree
   - o Strongly Disagree

3. Setting objectives and targets are aligned with the organization's strategic plan and annual medium-term expenditure framework (MTEF).
   - o Strongly agree
   - o Agree
   - o Neutral
   - o Disagree
   - o Strongly Disagree

4. Setting such objectives, and targets are done timely as per OPRAS guidelines.
   - o Strongly agree
   - o Agree
   - o Neutral
   - o Disagree
   - o Strongly Disagree

5. You have attended training regarding OPRAS which then helps you develop your objective and performance targets.
   - o Strongly agree
   - o Agree
   - o Neutral
   - o Disagree
   - o Strongly Disagree

6. Training facilitates to a larger extent the implementation of OPRAS
   - o Strongly agree
   - o Agree
   - o Neutral
   - o Disagree

o Strongly Disagree

7. You sign an annual performance agreement or contract at starting of the financial year and to a few especially teachers at the start of the academic year.
   - o Strongly agree
   - o Agree
   - o Neutral
   - o Disagree
   - o Strongly Disagree

8. You sign an annual performance agreement through the OPRA form by sitting together with your supervisor.
   - o Strongly agree
   - o Agree
   - o Neutral
   - o Disagree
   - o Strongly Disagree

9. You do mid-review with your supervisor in June (teachers) and December for other employees.
   - o Strongly agree
   - o Agree
   - o Neutral
   - o Disagree
   - o Strongly Disagree

10. You do mid-review by yourself and submit it to the supervisor to accomplish and sign the OPRA form.
   - o Strongly agree
   - o Agree
   - o Neutral
   - o Disagree
   - o Strongly Disagree

11. You make an annual assessment by yourself and submit it to your supervisor to finish his or her part of the assessment and keep a record.
   - o Strongly agree
   - o Agree
   - o Neutral
   - o Disagree
   - o Strongly Disagree

12. You do an annual assessment with your supervisor by either sitting together or through meetings with other colleagues and making an assessment for each of you, signing and keeping the record.
   - o Strongly agree
   - o Agree
   - o Neutral
   - o Disagree
   - o Strongly Disagree

13. When making an assessment of the Attributes of Good Performance, you have to use your own criteria to make such evaluation in the OPRA form.
   - o Strongly agree

o Agree
o Neutral
o Disagree
o Strongly Disagree

14. You do receive or get feedback from your supervisor frequently regarding your overall performance.
    o Strongly agree
    o Agree
    o Neutral
    o Disagree
    o Strongly Disagree

15. You get such feedback through a meeting where the supervisor calls for each employee and explain what is good or poor about your performance.
    o Strongly agree
    o Agree
    o Neutral
    o Disagree
    o Strongly Disagree

16. You prefer positive feedback since motivates you to do more.
    o Strongly agree
    o Agree
    o Neutral
    o Disagree
    o Strongly disagree

17. Good performers get rewards and poor performers get punishment.
    o Strongly agree
    o Agree
    o Neutral
    o Disagree
    o Strongly disagree

18. You receive the material, moral support, and financial resources from your supervisor and management in order to accomplish the organization's goals.
    o Strongly agree
    o Agree
    o Neutral
    o Disagree
    o Strongly disagree

19. OPRAS as a tool that is used to assess employees' performance is relevant to be implemented in the local government authorities.
    o Strongly agree
    o Agree
    o Neutral
    o Disagree
    o Strongly disagree

20. OPRAS implementation in the local governments is very poor since employees do not understand its importance rather than thinking that it is there for rewarding the best employees and punishing poor ones.

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

21. During the implementation of the agreed objectives, you have been provided by management with inadequate resources hence failure to accomplish the goals.
    - o Strongly agree
    - o Agree
    - o Neutral
    - o Disagree
    - o Strongly disagree

22. If you are given an opportunity to suggest the OPRAS implementation to the overall local government authorities, how would you explain it?

    _____
    _____
    _____
    _____

23. You can add anything you think is very important and not covered but related to the topic.
    - o _____
    - o _____
    - o _____

탄자니아 지방정부당국의 개방형 성과평가제도 시행 효과 평가
: 이쿤기 구의회 사례

Shukrani Ramadhani Mshigati

서울대학교 행정대학원

글로벌행정전공

본 연구는 사례 연구로서 지방 정부 당국, 이쿤기 구의회에서 OPRAS 구현의 효과를 평가하는 것이다.

연구목적: 본 연구는 OPRAS 구현의 효과에 대한 일반적인 단서를 제공할 것으로 기대된다. 이 연구의 목적은 지방정부 당국에서의 OPRAS 이행의 효과를 평가하고, OPRAS 연간 성과협약을 준수하는 직원을 분석하며, OPRAS 사용에 대한 직원의 인식과 인식을 관찰하고, OPRAS의 원활한 이행에 직면하는 과제를 찾아내는 것이다.

연구방법론: 이 연구는 Ikungi DC 내 13개 부서 및 6개 부서의 공무원 150명을 대상으로 했으며, 여기에는 IDC(하급 임원부터 조직의 재직자까지 다양한 직위를 지닌 LGA 간부)가 포함되어 있다. 설문조사를 활용한 데이터 수집방법으로 설문조사 수행 시간, 설문지 설계한 방식, 응답자로부터 데이터를 수집하는 전 과정을 보여주는 것에 의의를 두었다. 한 응답자가 한 번 설문 조사에 응한 후 동일한 링크를 사용하여 지인과 공유한 것으로 온라인 설문 조사에서 눈덩이 기법을 사용했다. 설문지는 객관식, 빈칸 채우기, 장문의 서술형, 데이터 수집 수단으로 구글을 통해 설계된 Likert 척도의 형태를 취하였다. 기술 분석 및 회귀 분석을 사용하여 결과를 도출하

였다.

연구결과: 연구에 따르면 직원의 70.6%가 매 회계연도 초에 연간 성과 계약에 서명한 것으로 나타났다. 조사 결과, 응답자의 약 71%가 중간 검토 및 연간 평가를 스스로 수행하고 이를 상사에게 제출하여 OPRA 양식을 작성 및 서명하고 연간 평가의 경우 기록을 유지하는 것으로 나타났다. 조사 결과에 따르면 중간 검토 및 연간 평가에서 입증된 바와 같이 성과 목표 설정에 직원(직원)이 참여하지 않는 것으로 나타났다. 이 결과는 OPRAS 지침이 실제로 준수되지 않아 무의식적으로 일정 비율의 APA 서명을 남기고 홍보의 필요성 때문에 그렇게 해야 함을 크게 보여준다. 다만, 평가는 직원과 상사가 함께 하지 않아 집중적이지 않기 때문에 성과에 대한 고려는 많지 않다. 또한 감독하는 평가 기술이 부족한 것으로 보인다.

결론: OPRAS의 효과적인 구현을 위해서는 제도적, 법적 틀이 필요하다. 다만, 법령은 근로자에게 제도를 시행하도록 하기 위한 필요조건도 충분조건도 아니지만, 제도의 준수를 보장하는 데는 유용하다. 리더십 헌신과 지원은 성과를 측정할 수 있도록 지원하는 시스템이 필요함을 의미하며, 조직은 직원들에게 시스템 교육을 장려하고 그들을 참여에 참여시킴으로써 목표와 목표를 실현할 수 있다. 조직의 표준과 달성할 수 있는 성과 목표를 설정한다. 교육은 OPRAS 와 직원의 지식, 기술 및 능력 향상에 중요한 역할을 한다. 따라서 경영진에게 교육에 높은 고려를 두고 교육이 이루어지도록 해야 한다고 주장한다.

Acknowledgments

The completion of this study was the result of my efforts and the unwavering support of those who assisted me in some way. I feel indebted to many individuals when I consider the entire study journey: the method and the people involved. However, due to space constraints, I will only mention a handful. Nonetheless, as a symbol of my heartfelt gratitude, I shall thank and acknowledge everyone involved jointly and anonymously. First and foremost, I want to express my gratitude to KOICA for providing me with a fully-funded scholarship and the opportunity to study at Seoul National University, one of the top universities in the world (SNU). I must admit that attending SNU would be impossible without a full scholarship from the Republic of Korea. I'd like to thank KOICA Tanzania and KOWORKS, as well as the Korean government, for coordinating my scholarship and the full education process in Korea.

I'd also like to express my gratitude to Prof. Junki Kim, my supervisor, for his direction, patience, humility, and overall support, all of which contributed to the successful completion of my project. Prof. Kim, Junki was much more to me than a supervisor. He was always ready to lend a helping hand whenever I needed it, and he helped me get through the difficult research process. I owe him a debt of gratitude. Another word of gratitude goes out to committee chairperson Prof. Kilkon Ko, who, despite his busy work schedule and managerial responsibilities as the director of the GMPA at SNU, offered us several workshops on thesis writing, and who, along with vice-chairperson Prof. Taehyon Choi, gave me unconditional advice whenever we met in a meeting aimed at improving my work. Their effort and commitment to my project are much appreciated.

I'd want to express my gratitude to my employer: after receiving permission from my employer to pursue my master's degree in the Republic of Korea,

the President's Office-Public Service Management and Good Governance (PO-PSM & GG) and the State House approved my permit to go overseas for study. It would not have been able to obtain a master's degree without their assent.

Without the support of the staff members of the Graduate School of Public Administration (GSPA) specific department of Public Administration (GMPA office) at SNU, my experience in Korea would not have been as memorable as it was. I'd want to convey my gratitude to Madam Yongmi Lee, GMPA program manager, and her supporting staff, just to name a few (TAs). She was more to me than that; she was simply my mother in Korea, and whenever things did not go my way, I banged on her door for guidance.

My Tanzanian relatives also played an important role in making my research a huge success. First and foremost, I want to express my gratitude to my mother (Saida Amiri Kihiyo), my wife (Asia Kalekwa Kaunda Abdallah), my brothers, and my sisters for their patience and support throughout my study abroad. Your help is unreimbursable. I'd like to express my gratitude to my children, Zainabu, Iqrah, Asha, Juma, Abubakar, Iqraam, and Aqraam, for learning me so much during my studies.

I'd also like to express my gratitude to friends from Tanzania and Korea, as well as fellow students from many nations that we met through this program, for their unwavering support and unending advice whenever I faced a struggle. My old roommate Kim, closest friend and close relative Nassir Ayub, Souy Lart, Andi Bayu, Selamawiti, Robson, and coworkers Mwanamridu Jumaa, Victoria Saria, and Gabriel Nyang'anyi deserve special mention for their unwavering support. You all contributed to making my time at SNU memorable and beneficial. Aside from the individuals named above, many others offered me assistance and shared their knowledge and experience with me as I pursued my studies and research.

Last but not least, I would like to thank my old employer, DED Ikungi, for allowing me to conduct a survey in his organization. Everything was managed by ICT officer Eva Myula, and links were shared by a number of people, including Leila, Tajiri, and Hashim. Finally, I'd like to express my gratitude to everyone who has assisted me in some manner throughout this study and research process. Your assistance and support made a huge difference in my life. Thank you all so much.