

**ASSESSMENT OF THE IMPACT OF HUMAN RESOURCES PLANNING
AND SERVICE DELIVERY IN LOCAL GOVERNMENTS IN TANZANIA, A
CASE OF KINONDONI MUNICIPAL COUNCIL**

KASSIM NASSORO MIKONGO

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
RESOURCES MANAGEMENT OF THE OPEN UNIVERSITY OF
TANZANIA**

2020

CERTIFICATION

The undersigned certifies that she has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled "the Assessment of the Impact of Human Resource Planning and Service Delivery in local governments in Tanzania, A case of Kinondoni Municipal Council" in partial fulfillment of requirements for the degree of Master of Human Resources Management of the Open University of Tanzania.

í í í í í í í í í í í í í í í

Dr. Janeth Isanzu
(Supervisor)

í í í í í í í í í í í í í í í

Date

COPYRIGHT

No part of this dissertation may be reproduced, stored in any retrieval system, or transmitted in any form by any means, electronic, mechanical, photocopying, recording or otherwise without prior written permission of the author or the Open University of Tanzania in that behalf.

DECLARATION

I, Mikongo Kassim Nassoro, do hereby declare that this dissertation is my own original work and that it has not been presented to any other Institute for a similar or any other master degree award.

.

í í í í í í í í í í í í í í í í

(Signature)

í í í í í í í í í í í í í í í .

Date

DEDICATION

I would like to express my sincere gratitude to my wife Angela Mikongo and our daughter Neema Kassim Mikongo for their moral support, tolerance and their encouragement for the whole period of writing this dissertation.

ACKNOWLEDGEMENT

I am grateful to the Lord and God who has saved me, Jesus Christ for his grace, love, peace, passion and providence in my life. I express my heartfelt appreciation to my supervisor Dr. Janeth Isanzu, for her encouragement and constructive critics throughout the writing of this research report in Kinondoni Municipal Council (KMC).

I thank the Kinondoni Municipal Director Mr. Kagurumjuli and all head of departments for their material support throughout the tenure of my studies. Lastly but not least, I would like to express my appreciation from the bottom of my heart, to Mr. Andrew Mwamasangula for his all secretarial services he has rendered to me during the whole period of research writing, God bless him.

ABSTRACT

This research on assessment of the effectiveness of human Resources Planning and service delivery in Local governments in Tanzania has been carried out in Kinondoni Municipal Council (KMC) in Dar-es-salaam region. This study is aimed at understanding fully the challenges facing HRP and Service Delivery to the local governments in Tanzania. There are some challenges facing HRP which are more directly connected to the value underpinning the operations of the public services and organizations. Some of these problems include wrong perception of some people that people are available in abundance in our labour supplies economy, then why to spend money and time in forecasting human resources? Another problem in HRP is that the demand for and supply of human resources is not accurate. Various types of uncertainties like labour turnover, seasonal employment, market fluctuations and changes in technology render HRP ineffective. There is a tendency within departments not to involve, or provide limited involvement of the HR component in the strategic planning process this can lead to ineffective HRP in an organization. It has been found that number of male in KMC is greater than female and that most of the employees range between 34 and 57 years of age. The findings reveal that KMC is practicing the HRP the services that are done in the organization related to human resources. Also it was known that KMC fills its gaps by means of external recruitment(58%), promotion(23%), and transfers(19%). In concluding the researcher is proposing the KMC to have the IT section with special software package for the purpose of facilitating the HR department in solving various challenges associated with HR functions and the government must establish special policy to guide different aspects in HR department for example motivation aspect.

TABLE OF CONTENTS

CERTIFICATION.....	ii
COPYRIGHT	iii
DECLARATION	iv
DEDICATION	v
ACKNOWLEDGEMENT.....	vi
ABSTRACT	vii
TABLE OF CONTENTS.....	viii
LIST OF TABLES.....	xiii
LIST OF FIGURES.....	xiv
LIST OF ABBREVIATIONS.....	xv
CHAPTER ONE.....	1
INTRODUCTION	1
1.1 Overview	1
1.2 Background of the Local Government Authorities.....	1
1.3 Statement of the Problem	2
1.4 Research Objectives	3
1.4.1 General Objective	3
1.4.2 Specific Objectives	3
1.5 Research Questions	3
1.6 Scope of the Study	4
1.7 Significance of the Study	4

CHAPTER TWO	6
LITERATURE REVIEW	6
2.1 Overview	6
2.2 Conceptual Definitions.....	6
2.3 Theoretical Literature Review	7
2.3.1 Human Resources Theories in Relation with Human Resources Planning.....	9
2.4.1 Education and Technical Training	11
2.4.2 Learning, Training and Motivation.....	12
2.4.3 Workforce Demographics	13
2.4.4 Obstacles of Human Resource Planning	14
2.5 An Empirical Literature Review	15
2.5.1 Relationship between HRP Practice and the Future of the Organization	16
2.5.2 Research Gap Identified	17
2.5.3 Human Resource Demand.....	17
2.5.4 Human Recourse Supply	18
2.5.6 Action Decision with Undersupply and Oversupply of Human Resources.....	18
2.5.8 Services Provider and System Outcomes.....	19
2.5.9 Relationship between Variables.....	19
2.6 Summary of the Literature Review	19
CHAPTER THREE	21
RESEARCH METHODOLOGY	21
3.1 Introduction.....	21

3.2	Research Design.....	21
3.3	Research Paradigm.....	21
3.4	Survey Population.....	22
3.5	Area of the Study.....	22
3.6	Sampling Design and Procedures.....	23
3.7	Data Collection Methods and Instruments.....	24
3.7.1	Data Collection Methods.....	24
3.6.2	Interview.....	24
3.6.3	Observation.....	24
3.6.4	Documentary Review.....	25
3.7	Data Analysis.....	25
3.8	Expected Results of the Study.....	25
	CHAPTER FOUR.....	27
	FINDINGS AND DISCUSSION.....	27
4.1	Overview.....	27
4.2	Background Characteristics of the Study Area.....	27
4.2.1	Geographical Location and Area.....	27
4.2.2	Sex.....	27
4.2.3	Age.....	28
4.2.4	Distribution of Respondents according to Departments.....	29
4.3	Human Resources Planning IN THE Local Government.....	31
4.3.1	Human Resources Supply.....	32
4.3.2	Human Resource Demand.....	34
4.3.3	Identification of Deficit of Employees.....	35

4.3.4	Efforts taken to fill the Gaps	36
4.4	Human Resources Policies and Programs	36
4.4.1	The Compensation Program	37
4.4.2	Employment and Appointment	37
4.4.3	Training Programs	39
4.4.4	Motivational Programs	40
4.4.5	Performance Appraisal Program	41
4.4.6	The Employees' Level of Education	42
4.4.7	Labour Turnover	43
4.4.8	Absenteeism	43
4.5	The Link between HRP and Organizational Goals	44
4.5.1	Vision of the Council	44
4.5.2	Mission Statement	44
4.5.3	Objectives	44
4.5.4	Policies and Strategies	45
4.5.5	Organizational Objectives and Human Resources Planning	45
4.5.6	Organizational Strategic Plan	45
4.5.7	Organizational Strategic Plan and the HR Department in Council	46
4.6	Human Resource Planning Team	46
4.6.1	The Municipal Director	47
4.6.2	Heads of Department	47
4.6.3	Human Resource Department	48
4.6.4	Strategic Planners	48
4.6.5	Finance Department	49

4.7	Methods used in KMC for Human Resource Planning	49
4.7.1	Demand Forecasting.....	49
4.7.2	Judgmental Method.....	50
CHAPTER FIVE		52
CONCLUSIONS AND RECOMMENDATIONS		52
5.1	Recommendations.....	57
5.2	Limitations and Areas of Further Study.....	59
REFERENCES		60
APPENDICES.....		63

LIST OF TABLES

Table 4.1: Departments involvement in Human Resources Planning	32
Table 4.2: Employees Supply Status	33
Table 4.3: Plan of the Human Resources in the Organization	34
Table 4.4: Compensation Program	37
Table 4.5: Reasons for Applying for Recruitment	38
Table 4.6: Presence of training Programs	39
Table 4.7: Cross Tabulation to show Department and the Presence of Motivational Programs.....	40
Table 4.8: Types of Motivation	41
Table 4.9: Level of Education in the Departments.....	42
Table 4.10: Labor Turnover Status.....	43
Table 4.11: Level of Employeesø Absenteeism.....	44
Table 4.12: Organization use of Strategic Plan.....	46
Table 4.13: Department involvement in Strategic Plan.....	46
Table 4.14: Department involvement in HRP	47
Table 4.15: Summary of Methods used in Forecasting Demand	50

LIST OF FIGURES

Figure 2.1: Role Theory Perspectives..... 8

Figure 2.2. Cybernetics Models of Human Resources System..... 10

Figure 2.3: Conceptual Framework Elements..... 20

Figure 4.1: Sex of the Respondents 28

Figure 4.2: Age of Respondents 29

Figure 4.3 Distributions of Respondents by Departments 30

Figure 4.4 Level of Supply of Employees 32

Figure 4.5: Undersupply of Employees in the Organization..... 35

LIST OF ABBREVIATIONS

HRP	Human Resource Planning
HRM	Human Resource Management
CSRP	Civil Services Reform Programs
NSRP	National Strategy For Growth And Reduction Of Poverty
PMO	Prime Minister's Office
LGAS	Local Government Authorities
LGRP	Local Government Reform Program
HR	Human Resources
MHRM	Master Of Human Resources Management
KMC	Kinondoni Municipal Council
ILO	International Labour Organization
SAPS	Structural Adjustment Programs
IMF	International Monetary Fund
OUT	The Open University Of Tanzania
HRD	Human Resource Development
IT	Information Technology
WHO	World Health Organization
WEO	Ward Executive Officer
MEO	Mtaa Executive Officer

CHAPTER ONE

INTRODUCTION

1.1 Overview

This is the first chapter of the research proposal on which the study is being introduced. It provides the background of the problem, statement of the problem, objectives of the study, research questions and significance of the study. It also explains about the limitations and scope of the study.

1.2 Background of the Local Government Authorities

The local Government Authorities were inherited from British colonial Government after the independence of Tanganyika in December 1961. In 1972 the government introduced the Decentralization policy up to 1978. In 1982 the government re established the local government to date but in 1996 the government dissolved the Dar es salaam City Council due to administrative failure and established the City Commission instead, before establishing the three Municipal Councils of Kinondoni, Ilala and Temeke and recently Ubungu and Kigamboni Municipal Councils making six Municipal Councils of Dar es salaam region including the Dar es salaam City Council.

Under the ongoing decentralization policy, political administrative and financial powers have been transferred from the Central government to the local government Authorities and downwards to the village level. Local governments now have more power to implement a large component of National Policies and budget. With the increased grants from the Central to the local government Authority (LGA) as result of the decentralization policy the procurement of works, goods and services required

to implement nationally funded programmes (PPA 2014). Local Governments now handle large amounts of funds to procure contracts like feeder roads, construction of water supply, construction of Health and Primary School buildings, supplies to District Hospital and lower health units, school furniture and many others (PPA 2014)

1.3 Statement of the Problem

There are some challenges facing human resource planning which are more directly connected to the value underpinning the operations of the public services and organizations. (Robert Bacal 2011) Some of these problems include, people perceived that people are available in abundance in our labour supplies economy, then why to spend time and money in forecasting human resources? Surprisingly, this perception about human resources planning is also held by top management. Another problem in human resources planning is that the demand for and supply of human resources is not accurate. Experience suggests that longer the time horizon, for forecasting human resources requirements, greater is the possibility of inaccuracy in estimates of human resources needs.

Various types of uncertainties like labour turn over, seasonal employment, market functions and changes in technology render human resource planning ineffective. The reason being these uncertainties make human resources forecast mere a guess far from reality. Sometimes human resource planning suffers from a conflict between quantitative and qualitative approaches used for it. Some people view human resources planning as mere number of game to track the flow of people across the departments and in and out of the organizations. Conversely, other take a

qualitative approach focusing in the quality of human resources like career planning development, skills, morale etc.

1.4 Research Objectives

1.4.1 General Objective

The general objective of this study is to assess the impact of human resource planning and service delivery in local governments in Tanzania, a case of Kinondoni Municipal Council (KMC).

1.4.2 Specific Objectives

- i. To examine the effectiveness of acquiring human resources and development policies in achieving anticipated goals in the organization.
- ii. To identify the people involved in human resource planning in local governments.
- iii. To identify the methods used by the local governments to forecast demand and supply of the workforce in the local government departments in Tanzania.
- iv. To determine the relationship between human resource plans and organizational plans in the local governments.

1.5 Research Questions

In order to achieve the intended research objectives the following research questions will guide the study.

- i. Are the local government human resources acquisition and development policies effective enough to achieve the anticipated organizational goals?.

- ii. Are there any people involved in human resource planning in the local governments?
- iii. Which methods are used by the local governments in forecasting demand and supply of human resources?
- iv. Is there any relationship between human resource plans and organization plans in the local governments?

1.6 Scope of the Study

The scope of this study is based on understanding fully the challenges facing Human resources planning and services delivery to the local government Authorities in Tanzania but citing Kinondoni Municipal Council as an example. In this study literature review was carried out which covered conceptual definitions, theoretical analysis, empirical analysis and the analytical framework of the study strategy. It also adapted a cross-sectional research design that allowed collection of data at one point in time using more than one technique. The data were analyzed by using SPSS computer software. The analysis was in descriptive, involving computation of frequencies and percentage and results are presented in forms of tables, boxes, graphs and charts.

1.7 Significance of the Study

First, it is for partial fulfillment requirement for a Master of Human Resource Management Degree of the Open University of Tanzania (OUT). Secondly, the study will enhance the capacity and research skills. Thirdly, the study points out the challenges facing the human resource planning in KMC, and lastly, to enable them to combat challenges facing human resources planning. These roles are neither

necessarily found in every HRP work, nor they are evenly weighed in time allocation. Many combinations of roles are possible with different focuses based on circumstance of the organization.

CHAPTER TWO

LITERATURE REVIEW

2.1. Overview

This chapter presents the understanding of various people on various issues on human resources management in general, Human Resources Planning (HRP) in particular. The chapter writes first about the conceptual definitions and theoretical analysis/ various perspectives. These parts are followed by empirical analysis and analytical framework which will present variables/elements of the conceptual framework. The next section presents about the relationship between the elements of the conceptual framework and last part is the summary of the chapter.

2.2. Conceptual Definitions

2.2.1 Human Resource Planning

Human Resource Planning is the process of forecasting the future human resource requirements of the organizations and determining as to how the existing human resource capacity of the organization can be utilized to fulfill these requirements. Reilly (2015) defined workforce planning as a process in which an organization attempts to estimate the demand for labour and valuate the size, nature and sources of supply which will be required to meet the demand. Human Resource Planning include creating an employer brand retention strategy, absence management strategy, flexibility strategy, (talent management) strategy, recruitment and selection strategy.

2.2.2 Local Government

Local government refers collectively to administrative authorities over areas that are smaller than a state. Common names for local government entities include state,

province, region, department, county, prefecture, district, town, borough, parish, municipality, shire, and village. Local Governments are mandated to play three main functions, Article 146(2)(a)-(c) i.e.

- i. Maintenance of law, order and good governance.
- ii. Promotion of economic and social welfare of the people in their jurisdiction.
- iii. Ensuring effective and equitable delivery of qualitative services to the people within their areas of jurisdiction.

2.3. Theoretical Literature Review

Human resource planning being the human resource practice is practiced in line with specific human resource management theories. There are various theories for describing the human resources practices which also determine the human resources which also determine the human resources planning practices. The mainland Tanzania has a long history of functioning local government, starting with the Native Authorities Ordinance in 1926. There was a ten year break as in 1972, the local government was abolished and replaced by a direct central government occurred in the beginning of the 1980s (1982) when the rural councils and rural authorities were re-established.

Local government elections took place in 1983 and the establishment of functioning councils in 1984. In 1993 the one-party political system was abandoned and replaced by multi-party system of government, the first multi-party elections taking place in 1995. Following the liberalization of the political field, was a major public sector reform which included a local government reform programme (LGRP). The LGRP covered four areas,

- i. Political decentralization
- ii. Financial decentralization
- iii. Administrative decentralization and
- iv. Changed central-local relations, with the mainland government having overriding powers within the framework of the constitution.

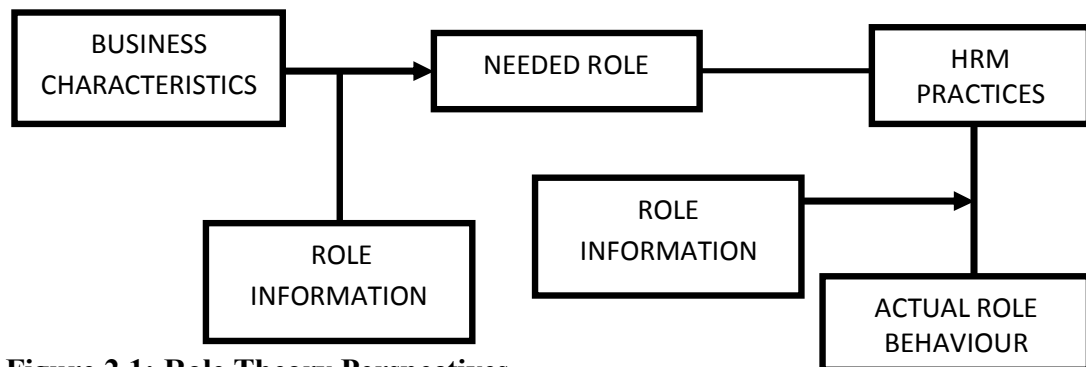


Figure 2.1: Role Theory Perspectives

Source: McMahan and Wright. (1992)

The role perspective theory assumes that human needs can be arranged according to their importance in a series of steps known as Maslow's Hierarchy of Needs. When Maslow's Hierarchy of need is applied to work situations, it implies that managers have the responsibility, firstly, to make sure that the deficiency needs are met. This means, in broad terms, a safe environment and proper wages. Secondly, it implies creating a proper climate in which employees can develop their fullest potential.

Failure to do so would theoretically increase employee frustration and could result in poorer performance, lowers job satisfaction, and increase withdrawal from the organization. For example according to Maslow's hierarchy of needs theory job insecurity and the threat of layoffs, will block the person from their higher growth needs. They might work harder to get security, but without fulfilling their other

needs. If security doesn't return they will fulfill their needs elsewhere or burn out.

2.3.1 Human Resources Theories in Relation with Human Resources Planning

Human resources management is challenging in the best of work environments. People whose Job is to manage HR encounter unexplored territory on a daily basis. Scholars in the human resources field have researched numerous areas of management strategies, including organizational theories, Implementing these theories can help managers better understand the dynamics of human interaction while increasing moral and productivity. Kaizen is a Japanese management philosophy first introduced in the United States by Edward Deming. The foundations of Kaizen are in the acronym PDAC; Plan, Do, check, and act. Kaizen strategies are aimed at getting management involved in the production process. Involvement is highly interactive and requires a great deal of *Genbutsu Genbaō*, the philosophy of addressing problems where they lie. In other words Kaizen-subscribing managers interact with their employees at the most fundamental, levels observing the work process and working to improve it with constant employee feedback.

According to Heider (1958) founder of attribution theory, people interpret behavior of themselves and others in numerous levels. Heider divides these into categories, internal, external or situational dispositional. Why is this important in human resources? Managers continually encounter human behavior and situations in which behavior has been interpreted and acted upon. For example, a manager who is initially hostile to a new member of the accounting team may be using internal attribution or a disagreeable relationship with a past member of the accounting team. The employee thinks *“You are an accountant, therefore, I will have a difficult time*

getting along with youö External forces may cause an employee to think that forces are out of his or her control. Thatø what corporate management does, I canø change that. Dispositional force is generally defined as a personø own intelligence. Attribution theory is often used in self and peer appraisals.

The general factor in HRP is the human resources or the human capital in an organization. They are viewed as the driving force for the success of organizations because of their skills, competencies, knowledge and experience (Becker et al, 2009) Moreover, it has been suggested that for organizations to compete successfully in a global economy, it is important to hire sufficiently educated and skilled employees and provide them with lifelong learning (Nadler et al 1989)

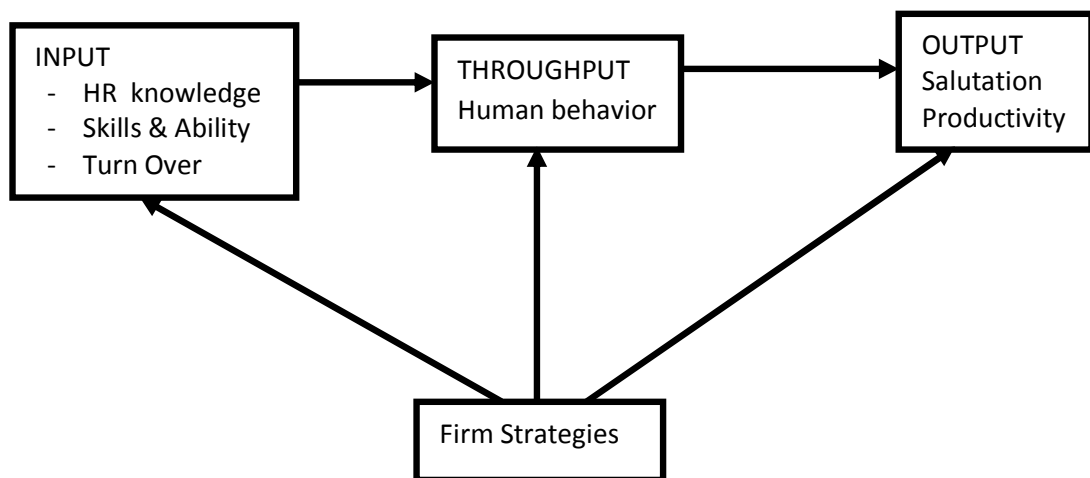


Figure 2.2: Cybernetics Models of Human Resources System

Source: Macmahan and Wright (1992)

However, these are some of the problems faced by employers and organizations and seen as a hindrance to the effective management, training and development of human resources in a global economy (Bates et al, 2002) In the context of HRD professionals the literature has indicated that there is a shortage of HRD

professionals who are skilled and experienced systems thinkers and who have the ability to manage the vast and specialized function of HRD across organizations (Garavan et al, 2002) For instance, it was reported by Budhwar et al, (2002) that the lack of HRD professionals in Oman is a major obstacle to the nation's HRD efforts. Kerr & McDougall(1999) argued that problems also arise due to a lack of experience and understanding of HR T & D on the part of managers. Indeed some writers have claimed that HRD professionals do have an important role, as they possess expertise in learning and in developing others to become experts.

2.4.1. Education and Technical Training

The fundamental issues regarding human resources lack of capabilities and intellectual abilities are said to be grounded in their levels of education and technical training (Low, 1998) It has been reported that organizations are faced with a challenge in acquiring high human resources with adequate levels of education (O'Connell et al, 1999) For instance, Silver (1991) reported that studies have shown that employees on British firms are seen to have low levels of educational and training qualifications compared to their competitor nations. Following this lead, in Britain, a developed country, is seen to have this problem, it is likely to be even more evident in developing countries.

On this note, the International labour organization has reported that more than half of the workforce in manufacturing firms, particularly in the South East Asia Region only possess educational qualifications at primary level or lower (ILO, 1997) The arguments arise that as well as possessing the required skills for the job and being knowledgeable and trainable human resources should also be required to possess at

least a college or university qualification (Low et al, 2003) However, the generalization of this standard of education to all levels of employees is unclear and requires further empirical evidence.

Nevertheless, it is agreed that an undergraduate degree provides the essential intellectual human capital on which to build future learning and also a knowledge of workforce (International Labour Organization -ILO- Consultation on Technical schools 2013/2014) At the other extreme, some theorists have posited that human resources level of education is interrelated with communication and language. Indeed, it is important for trainers to provide and communicate learning to trainees who provide and communicate learning to trainees, who on the other hand, must accept and acquire learning as many problems in communication and language abilities may have a negative impact on learning, training and development (Gilley et al 2015)

2.4.2 Learning, Training and Motivation

Turning to the transfer of learning, the extent to which employees are able to apply the knowledge, skills and attitudes acquired during any Human Resource Development (HRD) intervention, into the job context is viewed as a key consideration in HRD Practice (Stewart et al, 2003) Do education, communication skills, language and culture have any effect on employees transfer of learning? Previous research on the transfer of learning has indeed shown that as well as physical and social factors, employees' psychological conditions and abilities can either encourage or discourage the acquisition and transfer of new skills and knowledge (Barrington et al, Cheson et al 2014). Psychological factors, in this

context may include employees' education, communication and language abilities, change and its resistance and any other abilities or tendencies relating to the individual state of mind.

On the other hand some theorists have argued that the extent to which training skills and learning are transferred to the job and the workplace is strongly motivated by the immediate superiors support in the transfer of the learning process. Indeed, it was suggested in the strategically framework of HRP practice that top management support and line managers involvement is an important feature in the effective management and implementation of HR T & D efforts (Global Human Resource Development, published in 2015). However, a lack of support commitment, involvement and cooperation in the development of human resources has been criticized as affecting the efficiency of the HRP system (Harrison et al, 1998) and also effecting the effective development of employees learning and motivation.

2.4.3 Workforce Demographics

It has been agreed that the ageing population in developing countries especially many African countries, has great implications for the future of human resources in organizations (Chermack et al., 2003). On contrary, elite expertise workers are regarded as technically expert, skilled and competent workers who possess the bargaining power to take control of their own career development and advancement (Swanson & Holton 111, 2001). As a matter of fact, not all such employees can be categorized as 'elite expertise workers'. It has been argued that these elite workers may only include HRD Professionals, highly skilled technical IT employees and also engineers who have shifted the values, work ethics and lifestyle from the traditional

life-long employment and job security to constant retraining and job-hopping. These workers are criticized for continuously being in search of new and challenging jobs and a competitive working environment.

2.4.4. Obstacles of Human Resource Planning

2.4.4.1 Lack of Priority to HRP Issues

With the exception of community health workers health care personnel require the longest preparation time of all human resources. In Tanzania for example, it takes at least five years to seven years to train medical doctors. They are also very costly. As emphasized above staff salaries consume the bulk of recurrent health expenditures in most developing countries. Human Resource for Health (HRH) problems usually develop over a long period of time and are difficult to correct. Mejia and Fulop (1978) pointed out that the imbalance between the supply of and demand for HRH is the result of a lack of coordination between the providers of health services and the trainers of health staff. Each group tends to proceed indecently from the other, and the health system as a whole suffers as a result. Despite the concerns expressed above, HR planning continues to have a low priority in most countries. Either it is not addressed at all in a systematic manner, development of the overall health system. The result is acute shortage of services and staff in some geographic areas, and costly surpluses in others.

The unrealized expectations of workers trained in excess of a countries ability to absorb them or fully to utilize their skills have caused them to migrate or, at the very least, led to serious loss of morale and motivation. The failure to give sufficient priority to HR issues is not limited to developing countries. In the North American

context, Malcarney et al 2017 pointed out that while more health care organizations recognize the growing importance of their human resources, few are conceptualizing the impact of their organizational strategy through human resource practice initiative.

The world Health Organization (WHO) has defined HR management as consisting of activities that mobilize and motivate people and allow them to develop and reach fulfillment in and through work aimed at the achievement of health goals (Malcarney et al, 2017. Personnel management systems require systems and procedures by which necessary and affordable staff are selected, recruited, inducted and deployed for defined work in the health care system. Developing countries have provided little information on their strategies for management of health personnel (health personnel are deployed everywhere in developing countries from cities, towns to the remote villages).

2.5 An Empirical Literature Review

Human resources management is of key importance in almost all companies. Human resource management has the opportunity to enable organizations to survive, grow, and be competitive and profitable (Werner, Jackson & Schuler, et al 2012, & Werner publication 2018). Many CEOs from the largest multinational firms to the smallest domestic firms claim that the management of people is vital to the success today and will continue to become more vital. A key area in human resource management is human resource planning which has been widely studied. Mathematical formulation and algorithms to solve the personnel scheduling problem are numerous in literature, but the question is whatever these algorithms are implemented in real

world companies. Labour costs are one of the biggest cost factors of Belgian companies.

With the availability of many planning software in health care, for instance labour costs could amount to 70% of the total costs. Saving a few percent on this by implementing a planning system, will therefore be very beneficial. Human resource planning in many manufacturing companies human resources are most expensive, but also most flexible factors. Therefore the optimal utilization of human resources is an important success factor contributing a long ó term competitiveness (Christopher Schlick, Ralph Bruder, Holger Luzak et al, Technology & Engineering International Journal of Production Economics-2018).

2.5.1 Relationship between HRP Practice and the Future of the Organization

Human resources planning can be used to solve or to determine the future consideration of the organization. Reilly (1996) discussed that human resources planning has to do with determining the number of employees at a new location and can be applied to any exercise to define workforce requirements whether it be a business start up, relocation of the opening of new factory or office. It is also possible with human resources planning to manage an effective downsizing program painlessly and determine the appropriate recruitment levels.

According to Lethbridge (2004) human resource development on general and HRP in particular is gradually being recognized as crucial to future reforms and the formulation of sectoral policy. Also the human resources planning determine where next generation of managers will come from. All these need planning as a route

towards the preparation of the future work force, (Reully, 1966, Hall and Torrington, 1987) Throughout this literature review, the author has noted that human resources planning acts as a touch for the future of the organization as a strategy for programming and as a tool to communicate and control (Journal of Business Management January 2016 by Adams Karia and Stella Omari of Kisii University).

2.5.2 Research Gap Identified

A critical review made for this study has identified several studies of performance measures in human resource planning and service delivery in local governments using financial and operational indicators or using financial indicators only which identified gaps that need to be addressed. Peter David in his 2013 dissertation wrote that there is a tendency within departments not to involve, or provide limited involvement of the human resource component in the strategic planning process, this can lead to ineffective human resources planning in an organization. I would now ask other researchers to conduct their researches on Effective Service Delivery in all Local Government Authorities in Tanzania, because one of the major objectives of the local governments is the provision of services to the public.

2.5.3. Human Resource Demand

This refers to the number and characteristics (e.g. Skills, ability, pay levels or experiences) of people needed for a particular job at a given point in time and at a particular place (Jackson and Schuler, 1990) it involves forecasting in order to estimate or calculate the organization staffing requirements. Although many quantitative tools can help in forecasting it involves a great deal of human judgments (Ivancevich, 1995)

2.5.4 Human Recourse Supply

Human resources supply refers to both number and characteristics of people available for those particular jobs. Some of the questions that are salient include, what jobs need to be filled during the next 12 months? And where is the organization going to get people to fill those jobs? (Jackson and Schuler, 1990). This involved estimates, within each job, how many current employees will remain in their position during the planning period, how many will move to another positions (e.g. Through transfers, promotion or demotion) and how many will leave the organization (Kleiman, 2005)

2.5.6 Action Decision with Undersupply and Oversupply of Human Resources

When the HR manager discovers that the supply is less than the demand of HR, several possibilities are open to the organization. If the shortage is small the employees are willing to work for overtime. If the shortage of the highly skilled employees, training and promotion of present employees together with recruiting the low skilled employees are the possibilities. Also the organization can call for the laid-off employees, employees for the part-time workers, or use subcontractors (Publication on human resource planning journal at Minnesota university 2017). their individual needs and improve jobs satisfactions. Lastly the organization can make job design and improve retention rates by offering benefit packages.

When the HR manager discovers that the supply is more than the demand of HR several possibilities are open to the organization. These include early retirements demotions; layoffs, work creation, work sharing, pay education, restricted, overtime, and terminations. In general where there is oversupply of human resources the need

for restructuring is the best answer to this phenomenon (The International Journal of Human Resources Management 2018, Published by Taylor & Francis).

2.5.8 Services Provider and System Outcomes

Service Provider and System Outcomes refer to the establishing effectiveness and quality by human resources practices by examining the effect on population services needs, provider of services, job satisfaction, etc and system costs and efficiencies (Ivancevich, 1995)

2.5.9 Relationship between Variables

This study assumes that dependent variable "organizational goals/objectives" is influenced by the practices of HRM department, HRP in particular including skills plans, motivation and fair treatment issues, pay levels designed, career development framework, performance management framework, policies and framework as well as grading and remuneration system and training. Organization goal performance is indicated by job performance, employees' utilization of their talents employees' participation in the plan of their careers, share in training and development experiences, employees' satisfaction and how turnover, commitment, lower absenteeism and higher quality of work (Muogbo 2013).

2.6 Summary of the Literature Review

The literature review has offered the researcher with the understanding about the human resources planning in general. The review about the empirical analysis and the HRP conceptual framework has been explored and lastly the researcher has developed the hypothesis. The study is trying to assess the impact of HRP and

services delivery in local governments in Tanzania.

Independent Variables

Dependent Variable

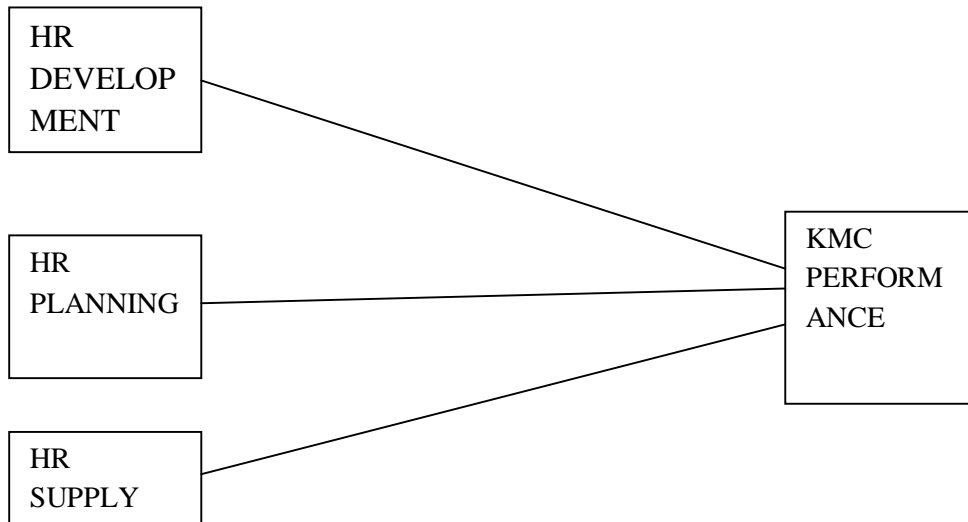


Figure 2.3: Conceptual Framework Elements

Source: Researcher's construct 2019

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research design which employed to answer the main research questions. It discusses the study area as well as the sampling methods and techniques which are relevant for soliciting the needed data. The chapter addresses issues related to data collection, discussion and data analysis.

3.2 Research Design

Research design is an overall plan or Programme for doing research (Chamwali, 2006). Frank and Nachimias (1996) defined research design as an arrangement of conditions for data collection and data analysis in a manner that aim to combine relevance to the research purpose as well with economy in procedure. This research will involve a descriptive study because it is less expensive compared to other strategies like surveys and experiments (Kothari, 2004). Also it allows the use of various data collection methods which are observation, questionnaires and documentation as they will be used in collecting the data of this study (Kothari, 2004).

3.3 Research Paradigm

A research paradigm is an approach or a research model to conducting a research that has been verified by the research community for long and that has in practice for hundreds of years. Most of the research paradigm emerges from one of the two approaches to research that are positivist approach and interpretivism approach. Every research uses one of the research paradigms to use a guideline for developing

research methodology and to take on research venture in a manner that is most valid and appropriate. Though basically there are two paradigms but there are several other paradigms emerged from these two especially in the social science research. One of the paradigms that emerged in recent years is the mixed-method research. In pure sciences quantitative research methodology is clearly the most favored approach to conducting the research. In social sciences, there has been debate for over half a decade about the best methodology to use and this resulted in the emergence of mixed-method methodology.

3.4 Survey Population

Surveys are concerned with describing, recording, analyzing and interpreting conditions that either exist or existed. The researcher does not manipulate the variable or arrange for events to happen, surveys are only concerned with conditions or relationships that exist, opinions that are held, process that are going on effects that are evident or trends that are developing (Kothari, 2004). Population of the study will include various departments from Kinondoni Municipal Council (KMC). These will involve administration, Finance, Land, Natural resources and environment, health primary education, Secondary education, Community development, agriculture and livestock, cooperative, water resources and planning. These departments are to be included because they are directly related to human resources activities.

3.5 Area of the Study

This study is intending to assess the impact of Human resources planning and Service delivery in Local governments in Tanzania citing the Kinondoni Municipal

Council (KMC) as an example. The study area is selected because KMC is ranking top in revenue collection among the Municipal Councils in Tanzania hence needs effective Human Resource Planning. The study area is selected also because it is familiar to the researcher and because of the limited amount of fund allocated for the research, the area can be easily reached by the researcher, at a low cost. Because of the budget constraints the research has been forced to select limited number of employees in management team leaving aside the operational employees in Kinondoni Municipality (researcher, 2017).

3.6 Sampling Design and Procedures

While conducting a research, a question is usually asked, should all people (entire population) be studied or only a limited number of persons drawn from the total population and then extend our findings about the sample to the entire population? Population refers to "all those people with characteristics which the researcher wants to study within the context of particular research problem" when the population is relatively large and physically not accessible, a researcher surveys only a sample (Rwegoshora 2006).

A total of 30 respondents are expected to be involved in the study and the distribution is expected to be 4 from human resources department, 4 from health department, 4 from finance department, 2 from community development department, 2 from water resources department, 2 from works department, 3 from agriculture department, 2 from Secondary education department, 3 from primary education, 3 from planning department and 1 from land, natural resources and environment. These departments are to be included because they are directly related to human

resources activities (Rwegoshora 2006).

3.7 Data Collection Methods and Instruments

This study will employ two different sources of data collection, namely Primary and secondary sources. While Secondary data are to be obtained through various ways including library, KMC references and internet documents, primary data are to be obtained by means of questionnaires and interviews. These sources are to be employed because of the fact that they are complimentary to each other (Kothari, 1999).

3.7.1 Data Collection Methods

3.6.2 Interview

It is aimed at gathering deep knowledge on the respondents view on the studied phenomena. An open-ended-question method selected as it was providing the opportunity for the researcher to uncover new clues to open up new dimensions of a memories as well as eliciting accurate and inclusive accounts based on the informants personal experiences. This method helps to elicit personal histories in examining the phenomenon (Rubin,1995).

3.6.3 Observation

Observation is to be conducted during working hours. This technique is used to determine how the service delivery takes place such as proper time to start customer care. Also used to check the reliability and validity of information collected through other techniques.

3.6.4 Documentary Review

Sources of secondary data include books, Publications, articles and electronic media that had the following literatures regarding to challenges facing human resources planning to the entire development of an organization. The Open University of Tanzania (OUT) main library, Internet and Kinondoni Municipal Officers are main source of information for this study.

3.7 Data Analysis

Data that will be collected from the field will be recorded, tabulated computed and described depending on the type of information. The instruments to be used are interviews, discussions, documentary review and questionnaires. Data will be interpreted and given relevant description according to the key research tasks. Data collected through questionnaire will be recorded, tabulated, frequented and computed into simple percentages by the use of statistical package for social science (SPSS) and Excel computer software programme. For items that demand the respondents to mention, give reasons or opinions, rank coding will be used so that to meet the research task.

3.8 Expected Results of the Study

The study is expected to come up with crucial issues that will support to reveal challenges facing Human Resources Planning and Service delivery in Local governments in Tanzania. It should also result in drawing the attention of the managerial cadre on the importance of enforcing discipline at working places so as to ensure efficient, effective and quality service delivery. Also it is very crucial to

observe and maintain code of ethics at work places in order to improve Human Resource Performance and better service delivery.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1 Overview

This chapter presents the findings and discussion of the results obtained from the field. This part covers four research questions that guided the study. The chapter starts by presenting the background characteristics of the area of the study including geographical location, its vision, mission, and objectives then follows the description of the sample of the population, focusing on sex, age, and department. It presents human resources policies and programs in local governments followed by human resources planning team. The link between human resources planning and organizational goal come next. Lastly the chapter identifies the methods that are used to forecast demand and supply of human resources in local governments.

4.2 Background Characteristics of the Study Area

4.2.1 Geographical Location and Area

Kinondoni municipal council is one among the six municipal councils of Dar es Salaam region. It borders Indian Ocean on the north east, Ilala municipal council on the south, Bagamoyo district on the north, Kibaha district on the west and Kisarawe district on the south west. Kinondoni Municipal Council has an area of 531 square kilometers, and according to the 2012 census has about 1,775,045 people but with an annual birth rate increment of five percent (5%) it is now expected to reach the population of about 2,165,560 people.

4.2.2 Sex

Figure 4.1 depicts that about 52% of the respondents are male and 48% are female

respondents. The aim was to have balanced numbers of female and male respondents in the whole study but this was not easy because no any department which has got the gender balanced. After all the difference can not affect the findings of the research.

Table 4.1: Age and Sex of Respondents

Age Respondents Of	18-33 YEARS	34-57 YEARS	ABOVE 58 YEARS
In Percentage	58%	34%	8%
Sex Of Respondents In Percentage	MALE 52%	FEMALE 48%	

Source: Field Data, 2019

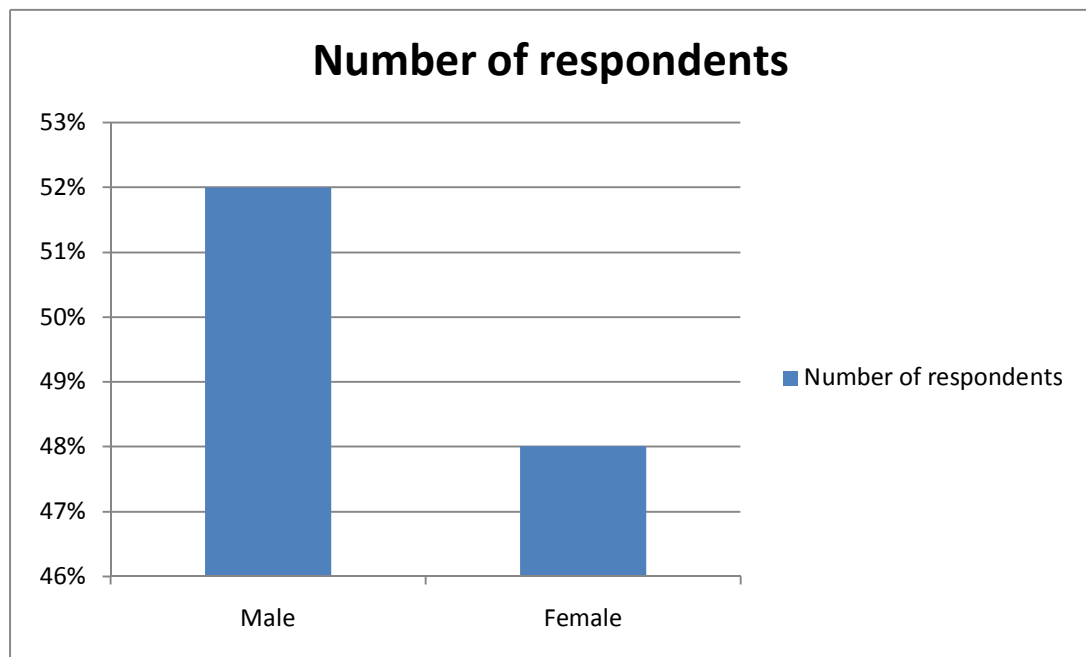


Figure 4.3: Sex of the Respondents

4.2.3 Age

Distribution of age of the respondents is seen to be an important aspect in the sample selection. This seems to have an implication on the understanding of various aspects

in the employment matters. The respondents were at the range of 18 to 59 years. This age group is normally in the employment and that, they understand various issues related to their employment. However it is found that most of the employees in Kinondoni Municipality their ages range from 34 to 57 years as shown in figure 4.2. It is revealed from the study that 58% of the respondents are of the age between 34 and 55, and 35% of the respondents are at the age 18 to 36. The last category of the respondents is of the age above 58 which according to the study are only 7% of the sample. This shows that the rate of retirement is low. It also shows that, the respondents who know their organization well are those at the age of between 34 and 57 years.

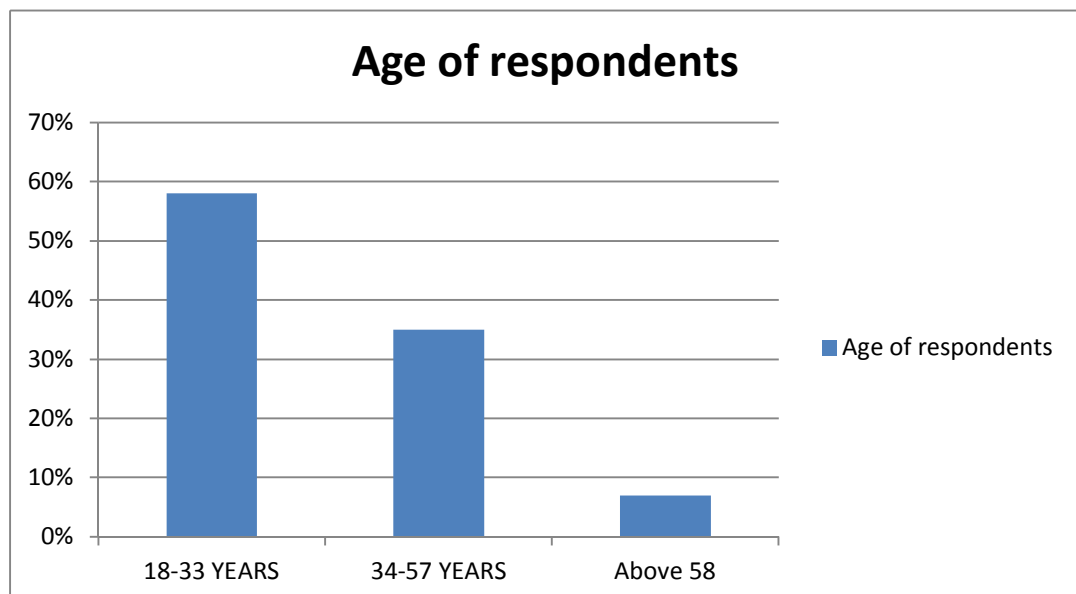


Figure 4.2: Age of Respondents

Source: Field Data, 2019

4.2.4 Distribution of Respondents according to Departments

*Figure 4.3 is a graphical representation of the distribution of respondents against their respective departments. From the figure 4.3 it can be seen that the human

resources department involved 4 respondents, health department involved 4 respondents, finance department involved 4 respondents, primary education department involved 4 respondents, agriculture department involved 3 respondents, community development department involved 2 respondents, water resources department involved 2 respondents, works department involved 2 respondents, secondary education involved 2 respondents, planning department involved 2 respondents and land, natural resources and environment involved 1 respondent.

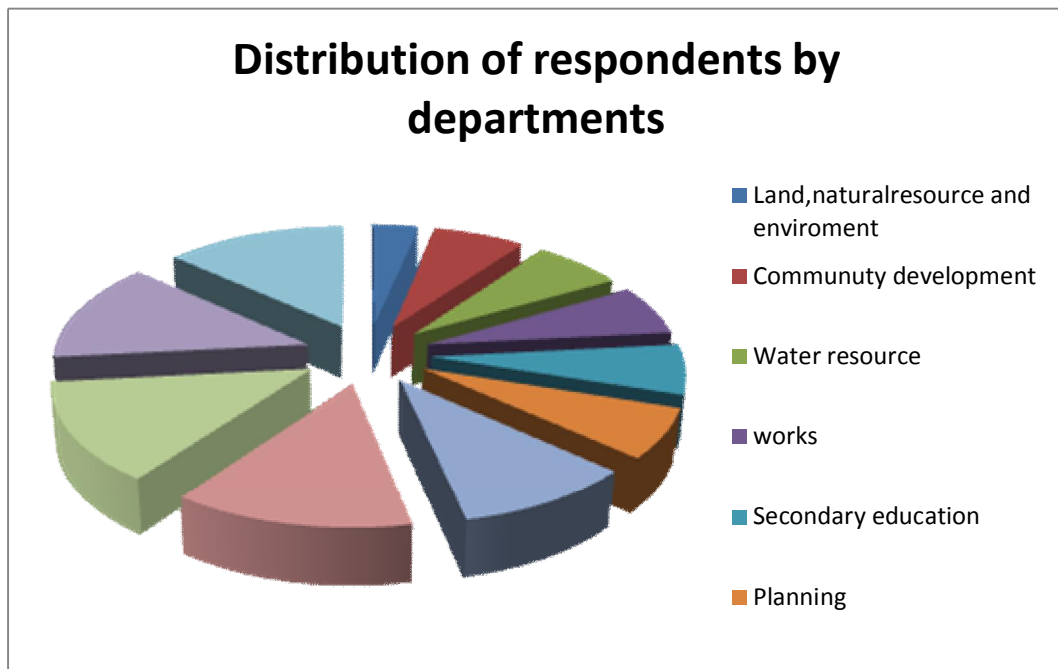


Figure 4.3: Distributions of Respondents by Departments

Source: Field Data, 2019

It is revealed from the study that human resources department, health department, finance department and primary education departments have many employees, while natural resources department has fewer employees than other departments of Kinondoni Municipality. In his report Peter David (2013) wrote, from all 55 respondents who participated in the study, 61.8% were male and 38.18% were

female. This implies that majority of the respondents who participated in the study were male. The findings from questionnaires and interview show that gender imbalance was high at PPF in Dar es Salaam. While Mhanje (2011) in his report said 54% of the respondents were male and 46% of the respondents in Morogoro District Council were female.

4.3 Human Resources Planning IN THE Local Government

The researcher wanted to know whether Kinondoni Municipal council is practicing human resources planning. The findings showed that the Local Government is practicing the human resources planning for the activities that are done in the organization related to human resources. About 27 of the respondents which is about 90 per cent (90%) of the total respondents answered YES to the question that asked is your department involved in human resources planning process? 2 of the respondents which is 7 per cent (7%) of the total respondents said NO and 1 percent (1%) of the respondents said NOT SURE. Table 4.1 presents these results. The findings show that, those who said NO were from the agriculture department 1 who said NOT SURE was from the natural resources department.

In terms of education all the two possess degrees and were of the age between 18 and 36, and who said NOT SURE possesses secondary school certificate and was of the same age range of 18 and 36. From these results we can see that there is a possibility that those respondents who answered negatively to the question were new in the employment, and were not aware of the HRP process in the organization. Also the one who answered NOT SURE his level of education could be a limiting factor for understanding. During the interview with the heads of department they all agreed

that, they are the one who are involved in the human resources planning process. This is due to the fact that they are the one who know well the status of the role performed in relation to the required number of employees in their departments.

Table 4.1: Departments involvement in Human Resources Planning

	FREQUENCY	PERCENT(%)
YES	27	90
NO	2	7
NOTSURE	1	3
TOTAL	30	100

Source: Field Data, 2019

4.3.1 Human Resources Supply

The study intended to find labour supply in KMC. To get these findings the head of departments were asked to provide the supply status of the employees in their departments.

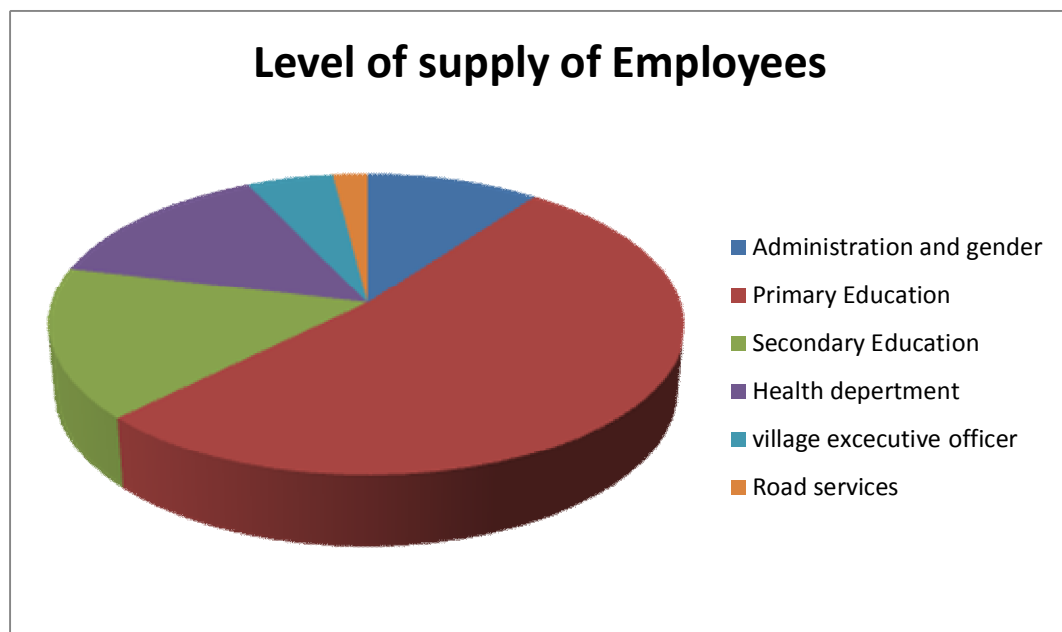


Figure 4.4: Level of Supply of Employees

Source: Field Data, 2019

Figure 4.4 shows the general supply of labour, where the primary school department has more supply of labour of 52% of the total employees, followed by secondary school 16%, health department 14%, administration 10%, mitaa executive officers 5%, road services 2% and rural water is the department which has only 1% of the total employees. In general, KMC has a relatively good idea of the number and nature of position it needs to carry out its works at a particular point of time. It then determines the gaps of the required employees and how these gaps are filled at that time from the individuals inside the organization or outside the organization.

Table 4.2: Employees Supply Status

S/N	Department	Employees required 2015/2016	Employee required 2016/2017	Employees actual supply	Under supply	Over supply
1	Administration and Genera	194	262	192	2	0
2	Administration education	12	12	12	0	0
3	Secondary school administration	0	5	0	5	0
4	Secondary school	0	68	0	68	0
5	Secondary	319	319	319	0	0
6	Primary education	1196	1278	1196	82	0
7	Adult education	23	23	23	0	0
8	Preventive services	25	25	18	7	0
9	Health center	118	186	116	70	0
10	Health dispensaries	119	144	119	25	0
11	Roads services	31	39	26	13	0
12	Rural water	22	22	22	0	0
13	M.E.O	131	131	131	0	0
Total status		2190	2514	1174	267	0

Source: Field Data, 2019

The study revealed that the local government plays a very big role to analyze the human resource supply. However it was not easy to get the required number of the employees in 2016/2017 because the records were not yet prepared during the time of study. The data collected during the study include, the level of employees required in 2016/2017, the actual supply of labour and whether the current labour supply is under or over supply. This information is shown in table 4.2. The KMC determines this status of employees basing on the public service management and employment policy of 2004.

4.3.2 Human Resource Demand

KMC is trying to identify the human resources demand. The current demand is recognized through finding the difference between the forecasted demand and the actual supply of labour. Table 4.3 indicates that, the total demand of the employees was 2514, and the actual supply is 2174.

Table 4.3: Plan of the Human Resources in the Organization

S/N	Department	Required employees	Actual employees	Existed gap	Undersupply	Oversupply
1	Administration and general	270	250	20	20 = 7%	-
2	Primary education	1340	1315	25	25 = 26%	-
3	Health	350	315	35	35 = 37%	-
4	Roads services	65	60	5	5 = 5%	-
5	Rural water	30	30	0	0 = 0%	-
6	MEO	151	150	1	1 = 1%	-
7	Secondary school	405	395	10	10 = 10%	-
Total		2611	2515	96	96 = 100%	-

Source: researcher, 2019

Therefore the current demand is 340 employees (these are the information for 2016/2017 financial year). According to the table 4.3 the primary education

department has more demand of labour than other departments for having 1340 demands of employees, followed by secondary school department which has 405 demands of employees. Various methods are used in forecasting for demand of human resources.

4.3.3 Identification of Deficit of Employees

KMC has the undersupply of 96 employees and no oversupply at all. Out of the undersupply of 96 employees, 20 were from administration department, 25 were from primary education department, 35 from health department, 5 from roads services department and 10 were from secondary education department. Also there was a deficit of 1 from Mtaa Executive officers. This information is illustrated in Figure 4.5.

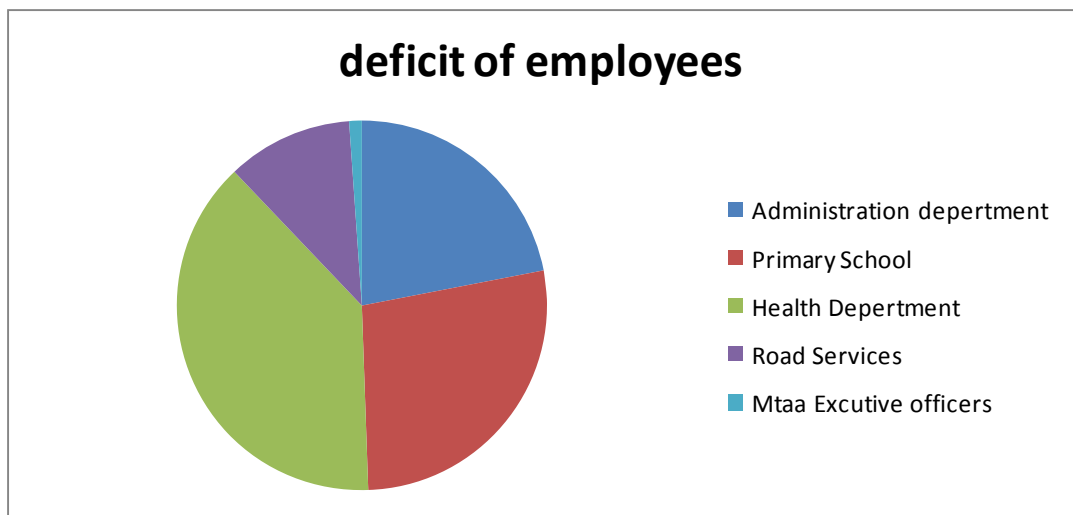


Figure 4.5: Undersupply of Employees in the Organization

This study shows that the Road services department has the big gap of 14% compared to other departments, followed by Health department with 10%, then comes Administration department with 7% followed by Secondary education with 2%, then comes Primary education with 1% followed by Mitaa Executive officers

with 1% while Water department has no deficit at all. Figure 4.7 displays this scenario. These gaps or undersupply of employees is supplemented by another question which asked whether the number of employees were satisfactory in the departments. Only 36% of the respondents said YES, and 64% of the respondents said NO. Through this information it can be concluded that KMC is undersupplied as shown in figure 4.7. It was also discovered that the health department leads for having more respondents who replied NO with regard to satisfaction of the number of the employees in the departments.

4.3.4 Efforts taken to fill the Gaps

The researcher wanted to know the steps taken by KMC to fill the gaps that exist in various departments. The results show that 58% (50 vacancies) were filled by external recruitment, 23% (20 vacancies) were filled by promotion and 19% (16 vacancies) were filled by transfers. Apart from the efforts taken to fill the gaps of the employees, it was also known that two employees were transferred from primary education department to the administration department after acquiring relevant skills to the department. Therefore we can conclude that KMC utilizes promotion, recruitment, and transfer as strategies of filling the gaps of the employees. It was also revealed that the departments in KMC make utilization of the promotion department before recruiting from outside the organization.

4.4 Human Resources Policies and Programs

Human resources aspect in local government in Tanzania is controlled by the Public Services Management and Employment Policy of 1998. The policy is the framework which provides guidelines for the vision, objectives, ethics and management in the

public service with a view of improving the service delivery through result-oriented-performance. This policy is administered by the civil service department. The study revealed that, KMC adheres to this policy of public services management and employment by preparing the medium and yearly human resource plan for its employees in accordance to its objectives. In fact KMC has specified the number of employees which are required and this plan changes yearly. The quantity of employees is estimated using the strength of the objectives which the management plans to achieve. Programs which are practiced in KMC are discussed in the following subsections.

4.4.1 The Compensation Program

Table 4.4: Compensation Program

	Frequency	Percent	Valid percent
Yes	2	5	5
No	28	95	95
Total	30	100	100

Source: Field Data, 2019

The compensation program is practiced in KMC, whereby the salary scale is determined by the existing policy of employment. The extent to which the compensation program is effective to attract the employees in KMC has been reviewed, and 92% of the employees who were asked whether the salary is enough, they said NO while only 8% said YES meaning that to them the salary is enough.

The results are shown in table 4.4

4.4.2 Employment and Appointment

In KMC the department responsible for human resources presents the required, vacancies to the Public Service Department for the purpose of acquiring a permit of

filling the vacancies. The Permanent Public Service Department issues permit to the council to fill the vacancies through recruitment. However in the council there is a Finance and Economic committee which is responsible for facilitation of appointments. The study reveals that the major problem facing Human Resource Planning is the financial constraints that the recruitment depends on fund and permission from the public service management department. For example the findings indicate that, out of 190 vacancies to be recruited from external sources only 150 were employed. This is equivalent to 79% of the total number of vacancies requested and 21% were not employed due to financial constraint.

Table 4.5: Reasons for Applying for Recruitment

S/N	Reasons for Recruitment	Number of Employees Recruited
1	New planned strategies	104
2	Gaps that were not filled	21
3	Gaps of employees who are dead	15
Total		140

Source: Field Data, 2019

Among the reasons which resulted to the organization to apply for permission of recruitment is replacement for the vacancies that have occurred because of death, dismissal and retirement of the incumbents. Another reason is the gap that occurred due to the new strategies of the organization, and last reason is the demand resulted from the required vacancies that had never filled before. Figure 4.9 shows that 104 vacancies were requested to cover the new planned strategies of the organization and new demand while 21 vacancies were requested to cover the gaps that were not filled since then. The last reason includes 15 vacancies which were requested to replace the employees who have died.

4.4.3 Training Programs

The KMC has various training programs and it depends on the well established staff department system which enables the council to have trained staffs who render services to the council. The training programs are guided by the Public Service Management and employment Policy (1998) which stipulated that there will be training programs in order to enable the employees to develop the employ skills. These programs range from long-term to the short-term programs, seminars inclusive. However the study findings reveal this situation as 98% of the respondents who were asked whether there are training programs in their departments said YES, while only 4% of the respondents said NO. These results prove that the KMC is having training programs. Table 4.6 shows this.

Table 4.6: Presence of Training Programs

S/Number	Response	Frequency	Percent	Valid Percent
1	YES	29	97	97
2	NO	1	3	3
TOTAL		30	100	100

Source: Field Data, 2019

The study revealed that KMC in 2016/2017 Financial year offered training on Good governance to 27 Ward Executive Officers (WEOs) and 192 Mitaa Executive Officers (MEOs). The capacity building budget showed that 20 staffs attended different courses costing 9,536,000/= shillings and 27 councilors made a study tour to Zanzibar at a cost of 27,762,000/= shillings.

4.4.4 Motivational Programs

Table 4.7: Cross Tabulation to show Department and the Presence of Motivational Programs

		Presence of motivational programs	Presence of motivational programs		Total
		YES (from the department)	YES (from the HR Department)	NO	
Department	Sec school	1	0	0	1
	Finance	2	0	1	3
	Health	5	0	0	5
	Primary school	3	0	0	3
	Community development	1	0	0	15
	Water	5	0	0	5
	Planning	1	0	0	1
	Works	3	0	0	3
	Agriculture	3	0	0	0
	Human resources	0	2	0	2
	Land natural resources & Environment	3	0	0	3
Total		27	2	1	30

Source: Field Data, 2019

In KMC the motivational programs are practiced under the control of the departments and not under the control of Human Resources Department. Table 4.7 reveals that 27 respondents equivalent to 90% who were asked whether there are motivational programs in the organization, they said the motivational programs at the department level. But about 2 respondents equivalent to 6% said that there are motivational programs from the human resources department and only 1 respondent equivalent to 4% said there are no motivational programs at all. By looking these results I can conclude that each department in KMC is responsible for motivating its employees, and among the motivational packages which are frequently given is the

PRAISE issued to the best workers.

Table 4.8 shows the types of motivational packages and their percentages observed from the study. This study shows that the best worker's praise is the most motivational package which motivates employees in the council and it takes 28% of the total motivational packages. At the low level are extra duty, medical treatment and performance appraisal. This was later confirmed by head of human resources department through conversation that there is no policy on motivation in the local governments in Tanzania. He went on saying that the motivational related activity is not coordinated from the human resources department but actually from the respective department.

Table 4.8: Types of Motivation

S/N	Motivation package	Frequency	Percent	Valid percent
1	Best worker's praise	8	28	27
2	Extra duty	1	4	3
3	Goal setting	2	8	7
4	Recognition	2	6	6
5	Performance appraisal	2	6	6
6	Traveling allowance	5	17	17
7	Breakfast allowance	3	10	10
8	Study tour	2	7	7
9	Promotion	2	7	7
10	Medical treatment	1	3	3
11	Performance expectations	2	7	7
Total		30	100	100

Source: Field Data, 2019

4.4.5 Performance Appraisal Program

There are other programs such as that of appraising the employees where by the OPRAS system is used to evaluate the performance of KMC employees. This program is adhered to the public management and employment policy. The aim of

these programs is to ensure that staffs are available in the organization with an appropriate characteristics and skills.

4.4.6 The Employees' Level of Education

The KMC has many employees with first degree and above. Table 4.9 depicts the number of the respondents in each department and their level of education. Three departments are still having employees with only secondary education and these are health department, water resources department and agriculture department. The rest of the departments have employees who hold diploma and above.

Table 4.9: Level of Education in the Departments

Department	Secondary	Diploma	University and above	Total
Secondary education	0	0	1	1
Finance	0	1	3	4
Health	1	3	1	5
Primary education	0	1	2	3
Community development	0	0	1	1
Water resources	1	3	1	5
Planning	0	0	1	1
Works	0	2	1	3
Agriculture	1	0	2	3
HR Department	0	0	2	2
Land & environment	0	1	1	2
Total	3	11	16	30

Source: Field Data, 2019

Health and water resources departments are having more employees with diploma than degree while primary education department and agriculture department have more degree holders than other departments. While talking to the head of

departments it was revealed that most of the employees at the planning managerial level are positioned according to their educational level. Taking an example of planning and human resources departments there is no one who is holding diploma and below. This is because of the nature of these departments.

4.4.7 Labour Turnover

The researcher wanted to know the level of labor turnover in KMC. It was revealed from the study that labor turnover is very low. For example in figure 4.10 it is revealed that about 29 respondents who were asked to state the level of labor turnover in KMC, they said there was no labor turnover, but only 1 respondent said that one employee quit the job.

Table 4.10: Labor Turnover Status

S/n	Number of respondents	Response
1	29	No
2	1	Yes
Total	30	

Source: Field Data, 2019

However, while conducting interview with some employees on matters that make employees remain in the organization, most of them said the local government being the government institution, has the maximum employment security than the private sectors. They also agreed that, in many government institutions the salary scale is the same as well as the working conditions.

4.4.8 Absenteeism

The researcher used absenteeism to assess whether the HRP is well performed in the organization. It was revealed that the level of absenteeism in KMC is very low. From

this observation we can conclude that the employees are satisfied with the plans of the organization. In figure 4.11 it is shown that 25 respondents who were asked to state the level of employees' absenteeism in KMC said that it is low while 2 respondents said that absenteeism is high and 3 respondents said that there are no records.

Table 4.11: Level of Employees' Absenteeism

S/n	Number of respondents	Status of absenteeism
1	3	No
2	2	High
3	25	Low
Total	30	

Source: Field Data, 2019

4.5 The Link between HRP and Organizational Goals

4.5.1 Vision of the Council

KMC is a large service oriented organization and its VISION is to have strong and sustainable economy, community with high literacy, better life with peace and harmony.

4.5.2 Mission Statement

As a service provider organization, its mission is to achieve development within the municipality through its own efforts by using available resources by participation of all community groups and stake holders regarding basis of good governance.

4.5.3 Objectives

The KMC has the following objective; improving services and reducing HIV/AIDS infections, improving access and quality of social services, improving quality and quantity of economic services and infrastructures, enhancing good governance and

administration services, improving management of natural resources and improving environment, social welfare, gender community empowerment, without forgetting emergence preparedness and improving disaster management.

4.5.4 Policies and Strategies

KMC is carrying out various stern measures towards poverty reduction and attainment of sustainable social and economic development. Development vision 2025 stipulates vision, mission, goals/objectives and targets to be achieved with respect to economic growth and poverty reduction by the year 2025. Priority sectors have been defined in the context of poverty reduction strategy including education, primary health, water, roads and agriculture.

4.5.5 Organizational Objectives and Human Resources Planning

Human Resources Planning (HRP) plays a big role of putting together all the human resources activities and binds them with the rest of the organization objectives. Kinondoni Municipality through the administration department, especially human resources planning, plays some roles to ensure that the municipality achieves its intended objectives. For example, the department has been involved in strengthening the lower level's education by providing training on good governance to 20 ward executive officers and 150 mtaa executive officers and provide office equipment. The study revealed that in the financial year 2016/2017 KMC employed 160 staff to fill the gaps that were existing.

4.5.6 Organizational Strategic Plan

The KMC is using strategic plan. The plan is prepared by the planning department through involvement of the heads of department. This has been witnessed through

the question which intended to know whether KMC uses strategic plan or not. Table 4.10 reveals that 96 per cent of the respondents said "YES" and only 4 percent said "NO".

Table 4.12 Organization use of Strategic Plan

S/n	Respondents	Percentage
1	Who say Yes	96
2	Who say No	4
Total		100

Source: Field Data, 2019

4.5.7 Organizational Strategic Plan and the HR Department in Council

Table 4.13 Department involvement in Strategic Plan

	Frequency	Percentage
Yes	29	96
No	1	4
Total	30	100

Source: Field Data, 2019

There is a big relationship between the organizational strategic plan and human resources planning. This relationship can be seen on how the strategic plans are made. The study has shown that apart from strategic plan which the organization is having, all the departments are involved in its preparation, including human resource department. Many of the respondents in the municipality know that there is departmental involvement in the strategic plan. Table 4.11 shows the frequency of answers that show that every department is involved in the strategic plan process.

4.6 Human Resource Planning Team

Various people in KMC are involved in the HRP, including Municipal Director, heads of department, human resources department, strategic planners and finance

department.

4.6.1 The Municipal Director

The human resource planning team is organized by the MD who provides the direction of the organization. The MD by his position acts as a link between the organizational mission and vision with the HRP. The need for human resources is the need of the organization. The main administrator in KMC is the MD, and one of his major role is to provide the organization with resources in order to Make the objectives to be achieved.

4.6.2 Heads of Department

The heads of department play tremendous role in the human resource planning team. They are the ones who prepare the strategic plan as it is seen in table 4.12 that provides the results about the department involvement in HRP. Heads of department exactly know the required number of workers who can accomplish the required activities. They are responsible in using HRP as a process of evaluating people actions such as recruitment and training with strategic goals and objectives. This was revealed through the question which wanted to know whether the departments are involved in the HRP or not. Table 4.12 shows that 94 per cent of the respondents said 'YES', 4 per cent said 'NO' and 2 per cent said NOT SURE.

Table 4.14: Department Involvement in HRP

S/N		Frequency	Percent	Valid Percent
1	Yes	28	94	94
2	No	1	4	4
3	Not sure	1	2	2
Total		30	100	100

Source: Field Data, 2019

Using these results it is very much possible that the heads of department are fully involved in HRP.

4.6.3 Human Resource Department

Human Resource Department in KMC is involved in Human Resource Planning team. The department provides support and workforce data. It works very close with other heads of department in developing and implementing the human resources plans. But the human resources department asks other departments to submit the required number of employees in their departments. If the number of employees is not sufficient, the heads of department are supposed to suggest the measures to be taken in order to fill the gap. The measures can be to recruit from outside or to promote the internal employees in order to meet number. The human resources department the plans of all departments to get the overall human resources plan. If there is a need to recruit from external sources this department seeks permission from the ministry of public service management. The human resources department normally coordinates human resources planning function in the organization. Some of the activities that human resource department coordinate include training, performance appraisal and career development planning.

4.6.4 Strategic Planners

Planning department is among the human resources planning team. The planning department coordinates all the strategic planning activities. Its big role is to ensure that there is a link between the strategic plans and human resources plans. The planning department is involved in making review on the achievements, and human resources are one of the stakeholders of the strategic plan.

4.6.5 Finance Department

HRP involves budget allocation; therefore the finance department in KMC must be involved in budget preparation. However, the finance department is mainly involved in the implementation process. It is revealed in the study that the involvement of the budget section in the human resources planning process is at the implementation stage although some aspects can be consulted during the preparation process.

4.7 Methods used in KMC for Human Resource Planning

4.7.1 Demand Forecasting

It has been evident that the KMC carries out the forecasting process. Table 4.2 shows that the KMC in the 2015/2016 financial year had a total of 2190 employees while it forecasted to have 2514 employees in 2016/2017 financial year. However records show that KMC has only 2174 employees. There are different methods which are used in forecasting in forecasting for the labour demand and these include statistical method, trend analysis method and the judgmental method. It is revealed that the accuracy of the demand forecast depends on the correctness of the assumptions. It is very difficult to predict on what is going to happen on the future because it can be subjected to many uncertainties.

4.7.1.1 Statistical Method

Statistical method was used when determining the number of required employees in the health department and in the primary education and secondary education departments. The heads of department of both departments confirmed that the two methods were used simultaneously. One is the ratio method which is used to determine the ratio between the employees and the people to be served. For example

the heads of school have to make sure that the teacher and students ratio is 1:40, this means that one teacher is to serve forty students. (From education department). In the health department the HRP is forecasted by using the ratio between a doctor and patients. The planning method used for nurses are based on the requirements in relation to the population.

4.7.1.2 Trend Analysis Method

Table 4.15 Summary of Methods used in Forecasting Demand

S/n	Name of department	Methods used in demand forecasting for HR				Total usage
		Business	Ratio	Trend	Judgment	
1	Secondary education	Yes	Yes			2
2	Finance	Yes		Yes		2
3	Health	Yes		Yes	Yes	3
4	Primary education		Yes			1
5	Comm. development	Yes	Yes			2
6	Water resources	Yes		Yes		2
7	Planning	Yes				1
8	Works	Yes		Yes		2
9	Agriculture	Yes				1
10	Human resources	Yes				1
11	L,NR,&ENVIROMENT			Yes		1
	Total	9	3	5	1	18

Source: research data, (2019)

Trend analysis is one of the methods which is used to forecast demand in KMC. The method is used by considering the rate of turnover. In this method the organization surveys for altitudinal predictors of turnover such as job satisfaction.

4.7.2 Judgmental Method

The human resources department uses judgment as the method to determine the human resources supply in the coming period. However the study shows that the KMC uses judgment method to predict the future supply basing on the current situation of labour by looking at the skills inventory and replacement information.

4.7.2.1 Skills Inventory Method

This method allows the organization to predict the future supply by making reference to the current situation. The findings revealed that the KMC uses the information to determine the gap that might exist in future. Inventory system provides the skills available and skills to be required in the future in relation to the tasks to be performed. It was informed that three departments out of eleven departments have got employees who will retire within five years to come in the management level. However it was difficult in many departments to get the number of employees who are expected to retire within five years time because of lack of records.

The study revealed that skill inventory is not properly maintained in KMC, because there is no immediate response to a person who wants to know the number of people with their level of education and other qualifications. The KMC has more employees of the age ranging between 37-58 years and the number of male and female is not equal. The number of male is greater than that of female in different department. It has been proved that the KMC employees know very well their responsibilities and it is said that this is due to understanding well their job descriptions. The employees are being assigned their duties to perform according to the strategic plan coordinated by the planning department. The KMC recognizes the importance of human resources planning in achieving the organizational objectives. It has been revealed that the KMC has undersupply of the human resources in the departments of primary education, secondary education and health department.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

This research is aimed at assessing the impact of human resources planning and service delivery in local governments in Tanzania, a case of Kinondoni Municipal Council (KMC). The research was intended to answer a crucial question which asked; how effective the local government is, in human resources planning? This question was answered through the following related specific objectives: examining the ability of human resources policies and programs on achieving organizational goals, identifying the people involved in human resources planning in local governments, determining the link between human resources planning and the local government strategic business plans in the government and identifying the methods used by the local governments to forecast demand and supply of the workforce in the local government departments in Tanzania.

The KMC has more employees of the age ranging between 37-58 years and the number of male and female is not equal. The number of male is greater than that of female in different departments. It has been concluded from the findings that the KMC employees know very well their responsibilities and it is said that this is due to understanding well their job descriptions. The employees are being assigned their duties to perform according to the strategic plan coordinated by the planning department.

The KMC recognizes the importance of human resources planning in achieving the organization objectives. It has been revealed that the KMC has undersupply of the human resources in the departments of primary education, secondary education and

health department. From the study it is concluded that the local governments have no ability to fill the deficit of the employees in their departments, they need the assistance from the central government.

The head of departments in KMC conduct the human resources planning by collecting information from their departments organized by human resources department which coordinates the human resources function in the organization. The overall human resources planning is carried out by the human resources department. The KMC is conscious of the importance of human resources planning and it admits that the organizational goals cannot be achieved without effective human resources planning. Various efforts have been taken by KMC to eradicate shortage of employees in its departments and some of the measures include recruitment, promotion and transfer of employees, and among these steps, recruitment is the major leading strategy of removing employees' shortage in KMC. But KMC cannot recruit employees by its own; it must first seek permission from the central government before recruiting.

The study showed that KMC carries out several programs as aspects of human resource planning. These programs include training and motivation programs. But the motivational practices are plans of the departments and not organized by human resources department. The motivational appreciations that were reported to be coordinated at departmental level include Best workers' praise, Extra duty, Goal setting, Recognition, Performance appraisal, Travelling allowance, Breakfast allowance, Study tour promotion, Medical treatment and Performance expectations. All these were said to be influencing the working morale of the employees. There is

no policy in KMC which guides the motivational practice from the human resources department. Hence the lack of policy on motivational policy is one of the hindering factors towards human resources planning effectiveness.

KMC is aware that the linkage between HRP and business plan (strategic plan) is very important for the achievement of the organizational goal. Human resources planning is influenced by strategic plans and the strategic plans are influenced by human resources planning. The people who are involved in human resources planning are also involved in the strategic planning process; and these are head of departments. The strategic plan provides indicators for the performance of the KMC and the evolution process is done through budget review criteria and the program review.

During the study it has been revealed that KMC carries out its activities of service provision by targeting to the achievement of the objectives which are set and these include improved services and reducing HIV/AIDS infections, improved access and quality of social services, quality and quantity of economic services, improved infrastructures, good governance and enhanced administration services, management of natural resources and improved environment, improved gender and community empowerment, and improved emergence preparedness and disaster management.

The human resources demand forecasting and human resources supply are activities done within the organization. The methods that are used in demand forecasting are trend analysis, judgment, and ratio method and business factor. These methods are used after considering the population growth in relation to services demand i.e. the

strategic plan of the organization. The methods that are used are basically divided into two; the objective and subjective methods. The objective methods include the statistical method such as business factor, ratio method, trend analysis method. Among these are the ratio and trend methods and are based on the continuation of the past trend, and basically the growth of the population. For example increase of population has increased the demand of teachers basing on the ratio analysis. The trend analysis is used through referring to the past employees trends such as retirement, dismissal and turnover.

Business factor is used to determine the number of employees demand as a result of the more specific organizational activities. The increase of activities in the strategic plan can lead to the forecast of the number of the human resources that are to be used. The subjective method which is used in demand forecasting is the judgmental method. The research revealed that the management, especially the managers give estimates of the required demand referring to the past experience and organizational plans. The use of this method begins from the estimates at the departmental level then goes to the human resources department for discussion and redrafting. This method can quickly be implemented as it is not restricted by the lack of data.

The supply of human resources is forecasted by using the record of the current employees which is called inventory information. Other information characteristics of the employees are not well maintained due to the fact that the council has no special computer software that facilitates the human resources planning activities. The replacement information is used in determining the future supply of labour by looking the source of supply of that labour. Normally the council gets its supply

through internal source by means of promotion and external source by recruitment. From the findings it was revealed that, the human resources management department is not using replacement chart as a guide for replacement.

In KMC, several people are involved in human resources planning process and these include the Municipal director who provides resources, the planning department which is also the coordinator of the organizational strategic plan, the head of departments and the human resources department who is the coordinator of the human resources management activities. The research has also revealed that the employees are involved by their head of departments to plan for some issues in the organization.

From the study it shows that, to the great extent the KMC plan for its employees although there some problems to the performance. The municipal has low rate of employees' absenteeism, low turnover rate, and it employs according to the profession (professionalism), except very few employees who are working without professionalism. The employees' morale in KMC is satisfactory, and the employees are getting regular training. The achievement of the organization is significant, as it is measured through the budget utilization.

Also it has been revealed from the study that KMC must improve its human resources planning process because there is no well organized human resources plan that includes all plans from all departments of the organization. The findings reveal that the human resources planning ensures the right types of employees with right attitudes and motivation is well developed in KMC but the problem is the central

government, as there is no motivational policy which is coordinated from the human resources department. KMC practices more hard human resources planning than soft human resources planning.

In actual fact, it can be said that KMC plans for human resources, and policies and programs can enable to achieve the organizational goals, but more efforts need to be taken be coordinated well by the human resources department. Within the HRP team, the planning department is given its role to play in process, as the planning of human resources reflects the strategic plan of the organization. From this interaction between the human resources function and strategic planning function the KMC makes the link between the HRP and strategic plan (organizational goals). The council forecast for demand and supply. As the demand is forecasted by objective and subjective methods, the supply of labour is forecasted by the employees records and replacement information.

5.1 Recommendations

It is recommended that, KMC must make efforts to establish the computerized system which will provide information related to the human resources function. It is also recommended to have software on human resources management. This software will improve the efficiency of HRP process. The Human Resources Information system (HRIS) will enable the integration of multiple resources needs into a single system. This will facilitate to acquire, store, analyze, and control information flow in the organization. It can also increase the efficiency and response time of tracking applicants skills inventory, career planning, employee service programs, enrolling in benefits programs, and processing employees transactions i.e. pay increases

(Kleiman, 2005).

It is also recommended that KMC should employ people who have good knowledge and expertise on human resources management to work in HR department because this will help to have a very strong and competent HR department as it is the one that plays big role in human resources planning. It is recommended that the government should establish the special policy to guide various aspects on human resources planning such as motivation program which is currently not coordinated by the human resources department.

The recommendation has been put forward following the findings that the departments are organizing their own packages as a motivational drive without being coordinated by the human resources department. Another recommendation is that Human Resources Management should be directed as to how to conduct a research on the size of rewards and punishments in the local governments in Tanzania. It is also recommended that the Central government should furnish its subsidies to the local government as early as possible to enable them to implement their projects in time according to their annual budgets. In most cases the Central Government delays to send the money to local governments causing the failure of implementing the projects as planned.

Another recommendation is that the local governments should be granted an autonomy of employment policy without seeking permission before recruitment process. Seeking permission from Central Government causes the existence of gaps in many local government departments. The last recommendation is that the Central

Government should stop its intervention or provide minimum intervention to the local governments' affairs, this will facilitate the achievement of their intended targets.

5.2 Limitations and Areas of Further Study

As long as this is a Master's research, there are many limitations in terms of time and resources. These are some explanations:

- i. Due to time limitation, it was approached in a cross-sectional instead of longitudinal way which would enable doing time series and other analyses.
- ii. Due to resource limitations, it was not possible to have respondents at operational level in the KMC. If this could be possible, more information could be obtained and hence solidifying the research results.
- iii. The study was carried out only in one municipality, and this is Kinondoni Municipal Council.

The researcher recommends that the study should be carried out in more than one municipality because this will help to get a wide scope of study.

REFERENCES

- Analoui, A. (2007). *Human Resources Development in an Industry in Transition. Human Resources Development International*. Ontario: Industrial Relations Press.
- Armstrong, M. (2006). *A Handbook of Human Resources Management Practice*, 7th edition, London: Kogan page publishers.
- Barney, J. (1991). Firm resources and sustained competitive advantage, *Journal of Management*, 17(1), 99-120.
- Beardwell, I. & Holden, L (1994). *Human Resources Management, a Contemporary Perspective*, London: Pitman Publishing,
- Beccer, E. Huselid, M, Pickus, P. & Spratt, M. F. (2007). *HR as a source of shareholder value: Research and Recommendations*. Wiley Online Library.
- Bobbie, E. (1995). *The practice of social research*, 7th edition, Boston: Wadsworth Publishing Company.
- Chermack, T., Lynham, S. & Ruona, A. (2003). Critical Uncertainties Confronting Human Resources Development. *Advances in Developing Human Resources*, 2(1), 38-62.
- Choudhury, E. H. (2007). Workforce Planning in Small Local Governments; *Review of Public Personnel Administration*, 27(3), 264-280.
- Cliffe, L. & Saul, J. S (eds) (1973). *Socialism in Tanzania; An interdisciplinary Reader*, Vol. 2 Policies, Dar es Salaam: East African Publishing House.
- Cornelius, M. (2001). *Human Resources Management, A Managerial Perspective*, 2nd edition. England: Prentice Hall.
- Getachew, M. (1998). Manpower Development Planning; Theory and an African

- Study, *Journal of third World Studies*, 24(3), 417-437.
- Graham, M. & Bennett, D. (1998). *Human Resources Management*, Ninth edition, London: Prentice Hall.
- Ivancevich, J. M. (1995). *Human Resources Management*, London: Irwin.
- Jackson, S. E. & Schuler, R. S. (1990). Human Resources Planning, Challenges for Industrial/Organizational Psychologists. *American Psychologist*, 45(2), 2236-239.
- Katz, D. & Kahn, R. (1978). *The Social Psychology of Organizations*, New York: John Wiley and Sons.
- Keel, J. (2016). *Workforce Planning Management, A managerial tool for Competitive Advantage*, 3rd edition, Biztantra: New Delhi.
- Kothari, C. R (2005). *Research Methodology; Methods and Techniques*, 2nd edition, New Delhi: Wiley Eastern Limited.
- Lethbridge, J. (2004). human Resources for Health Review; Public Sector Reform and demand for Human Resources for health, (HRH) Biomed Central Ltd viewed on 07th June 2010 from; <http://www.human-resources-health.com/content/2/1/15>
- Milkovich, G. & Boudream, J. W. (1991). *Human Resources Management*, London: Richard D. Irwin.
- Ngwilizi, H. (2002). The Local Government Reform Program in Tanzania ó Country Experience. A paper delivered at the Commonwealth Advanced Seminar on Leadership and Change in the Public Sector Held in Wellington, New Zealand
- Reddy, P. S. (1992). Local Government in Transition in South Africa; *A Journal of*

African Politics, Development and International Affairs, 19(1) 21-30.

Reilly, M (1996). *Human Resources Planning, An Introduction*, Institute for Employment Studies, IES Report 312.

Saiyadain, M. S. (2003). *Human Resources Management*, New Delhi: Tata Mc Graw ó Hill.

Singer, P. (2001). *A Companion to Ethics*, Oxford: Blackwell Publishers.

Torrington, D. (2002). *Human Resources Management*, 5th edition, London: Pearson Education Limited.

Yembesi, G. (2009). *Human Resources Planning and Development in the Public Service: The Case of Tanzania*, a paper presented at the CAPAM Regional Conference on Governance Excellence: Managing Human Potential, held in Arusha Tanzania: 2nd ó 5th, Tanzania.

APPENDICES

Appendix 1: Structured questionnaire for the respondents of HR department employees.

I kindly request you to respond to the questions attached as accurately as possible.

The researcher promises to make all information that will be given to researcher, confidential.

I thank you very much for your cooperation.

STRUCTURED QUESTIONNAIRE FOR HR DEPARTMENT EMPLOYEES

NO

DEPARTMENT

A. Personal details (Tick in appropriate box)

1. Sex

Male -

Female -

2. Age

18-24 -

25-30 -

31-35 -

36-45 -

46-50 -

51-55 -

55-60

61- and above ó

Level of Education

LEVEL OF EDUCATION	Primary School	Secondary School	Certificate	Diploma	Advanced Diploma	Post graduate Diploma	First Degree	Master Degree	PhD	Others
Tick in appropriate box										

4. Have you received any professional qualifications?

Yes No

5. If, the answer is yes when did you receive?

Before being employed After being employed

6. What is the number of employees in your organization? (Write exactly number)

7. Is your salary you are getting per month sufficient to cover your basic needs?

Does your salary satisfy your basic needs?

Yes No don't know

8. Is the Local Government use strategic planning?

Yes No don't know

9. If the answer is yes, is your organization involved in the strategic planning for the organization? Yes No

10. What is the morale of the employees as Far as working condition is concerned?

High Moderate Low

11. Are the duties, specifications and description clear to the employees?

- Yes No Somehow
12. Are the duties you are performing, relevant to your training?
Yes No
13. Are the employees in your organization given employment according to their professions?
Yes No Not sure
14. Do you know the number of employees who have left their jobs in your organization? (Mention the figure)
15. What do you think are the reasons for leaving their jobs?
16. What is the extent of employees' absenteeism in your organization?
High Low No record
17. Are the organizational objectives and goals clear and well communicated to all employees in the organization?
- Yes No To some extent
18. If the answer is yes are they measurable?
Yes No I don't know
19. Does Human Resources Department delegate authority to other departments on Human Resources planning activities?
Yes No don't know
20. Do you have any human resources plans?
Yes No I am not quite sure?
21. Do you have any software to facilitate Human Resources planning?
Yes No I don't know?

22. Do you have part-time workers in your organization?
Yes No Not quite sure
23. Do you have training programs in your organization?
Yes No
24. Do you have the Motivational Programs for the employees?
Yes No Not sure
25. Do you have Human Resources Planning Policies in your organization?
Yes No
26. Do you know the number of female and male employees in your department,
and organization as a whole? Female employees Male employees
27. How many workers who are about to retire in five years time? í í í í í

Thank you for your cooperation

APPENDIX 2: STRUCTURED QUESTIONNAIRE FOR OTHER DEPARTMENTS EMPLOYEES

No. _____

DEPARTMENT _____ .

ORGANIZATION _____ ..

1. SEX: MALE FEMALE .

2. Age

18-30 -

31-35 -

36-45 -

46-50 -

51-55 -

55-60 -

61 and above -

LEVEL OF EDUCATION	Primary School	Secondary School	Certificate	Diploma	Advanced Diploma	Postgraduate Diploma	First Degree	Master Degree	PhD	Others
Tick in appropriate box	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. LEVEL OF EDUCATION.

4. Do you have any professional? 1. _____ 2. _____

5. If the answer in question no. 4 is Yes, when did you receive?

(a) Before being employed

(b) After being employed

6. What is the number of employees in your organization? (Write exactly number)
7. Is your salary earn per month satisfied to meet your basic needs?
Yes No
8. Is your responsibility clearly known to you?
Yes No
9. Are the Local governments use strategic planning?
Yes No I don't know
10. If the answer is yes, is your department involved in the strategic planning for the organization?
Yes No I don't know
11. What is the morale of the employees as far as working condition is concerned?
High Moderate
12. Are the duties, specifications and description clear to the employees?
Yes No Somehow
13. Are the duties you are performing relevant to your training?
Yes No Not sure
14. Are the employees in your Department given employment according to their professions?
Yes No Not sure
15. Is the number of employees in your department satisfactory?
Yes No I don't know

APPENDIX 3: PLANNED TARGETS COMPARED WITH ACHIVEMENT
SUMMARY OF DEVELOPMENT PROJECTS AND ORDINARY
EXPENDITURE OF KINONDONI MUNICIPAL DEPERTMENTS FOR THE
FINACIAL YEAR 2016/2017 (KMC)

SALARIES AND ORDINARY EXPENDITURE:

VOT E	DEPARTMENT/SECTION	SALARIES (PE)	ORDINARY EXPENDITURE(OC)	TOTAL
5000	ADMINSTRATION	-	775,743,000.00	775,743,000.00
5000	COOPERATIVE	-	38,530,100.68	38,530,100.68
5000	TRADE	-	38,530,100.68	38,530,100.68
5003	INTERNAL AUDIT	-	57,795,151.02	57,795,151.02
5004	GS 2 ABOVE	4,008,028,000.00		4,008,028,000.00
5005	PLANNING AND STATISTICS		59,333,144.21	59,333,144.21
5006	EDUCATION ADMINISTRATION	297,756,000.00		297,756,000.00
5007	PRIMARY EDUCATION	51,858,674,000.00	3,744,294,000.00	55,602,968,000.00
5008	SECONDARY EDUCATION	17,270,824,800.00	3,213,731,000.00	20,484,555,800.00
5009	LAND ADMINSTRATION		38,530,100.68	38,530,100.68
5010	DISTRICT HOSPITALS	12,397,656,000.00	687,356,000.00	13,085,012,000.00
5011	PREVENTIVE HEALTH	1,392,424,000.00		1,392,424,000.00
5012	HEALTH CENTRES	4,307,512,000.00		4,307,512,2000.00
5013	DISPENSARIES	2,793,400,000.00		2,793,400,000.00
5014	WORKS	614,256,000.00	23,658,000.00	637,914,000.00
5017	RURAL WATER	209,954,000.00	93,761,000.00	303,715,000.00
5022	NATURAL RESOURCES	-	38,530,100.68	38,530,100.68
5022	BEEES	-	38,530,100.68	38,530,100.68
5027	COMMUNITY DEVELOPMENT	-	38,530,100.68	38,530,100.68
5032	MEO	926,346,000.00		926,346,000.00
5033	AGRICULTURE	699,072,000.00	122,378,500.00	821,450,500.00
5034	LIVESTOKE	550,580,000.00	122,378,500.00	672,958,500.00
	ENVIROMENTAL & SANITATION		38,530,100.68	38,530,100.68
	TOTAL (PE+OC)	97,326,482,800.00	9,170,139,100.00	106,496,621,799.99

APPENDIX 4: SUBSIDY FOR DEVELOPMENT PROJECTS

VOTE	SUBSIDY	SUBSIDY FOR PROJECTS OWN SOURCE MONEY	SUBSIDY PROJECTS FROM STAKE HOLDERS	TOTAL
510	HSBF		1,9997,040,000.00	1997,040000.00
6277	LG DG(CDG) LOCAL	6,536,444,500.00		6,536,445,000.00
	PRIMARY SCHOOL	100M,000,000.00		100,0000,000.00
4464	LDF LIVESTOKE DEVELOPMENT FUND			10,415,000.00
3280	RWSSP-CDG	0	42,815,000.00	60,670,000.00
5008	SEDP 4390	0	60,670,000.00	176,522,000.00
	CONSTITUENTS	176,522,000.00	0	176,522,000.00
	DMDP	6,823,382,000.00	52,715,595,003.42	52,715,595,003.42
	TOTAL	6,823,382,000.00	52,715,59,003.42	59,538,977,003.44

SOURCE: KMC DOCUMENTARY 2016/ 2017

ESTIMATES OF EXPENDITURE FOR 2016/2017 BUDGET

In 2016/2017 financial year Kinondoni Municipal council among this money totaling 236,288,315,813 and among this money 125,899,275,355.00, Shillings ordinary expenditure and 110,389,040,458.00 is for the implementation of Development projects.

APPENDIX 5: ESTIMATES OF ORDINARY EXPENDITURE

DISTIBUTION	INTERNAL SOURCES	SUBSIDY FROM CENTRAAL GOVERNMENT	TOTAL
SALARIES	2,054,160,000.00	97,326,482,000.00	99,380,642,800.00
ORDINARY EXPENDITURE	17,348,49555.00	9170,139,000.00	518,632,555.00
TOTAL	19,402,653,555.00	104,476,621,8000.00	125,899,275,355.00
PERCENTAGE	16%	84%	100%

SOURCE: KMC DOCUMENTARY 2016/2017

**APPENDIX 6: DIFFERENT ACTIVITIES THAT HAVE BEEN CARRIED
OUT IN DEPARTMENTS AND SECTIONS DURING 2015/2016**

BURGET FROM JULY –DECEMBA 2015

S/N	DEPARTMENT	ACTIVIES
1.	PLANNING	<ul style="list-style-type: none"> • Follow up and monitoring of development projects in 34, wards • Writing of report on implementation of development projects (progressive report , of big results now (BRN) • Capacity building for the councilors, ward executive officers and extension officers in preparation and Management of development plans by community participatory way. • Data collection and analysis from the wards of Kinondoni Municipal council by LGMD system has been done • The revival of Municipal profile has been done. • Preparation of Budget plan for KMC for the 2015/2016 financial year has been done. • Preparation of K MC Work plan has been carried out.
2.	INTRNAL AUDIT	<ul style="list-style-type: none"> • Auditing and preparation of income and expenditure report of KCM for the period of April 2015 has been done. • Special evaluation of audit queries for Mwananyamala hospital and Sinza, Magomeni and Kimara health centers has been done. • Evaluation of payment recommendation of teachersø arrears has been done.
3.	TRADE	<ul style="list-style-type: none"> • Monitoring of building projects and maintenance of market buildings has been carried out. • Issuing of trade license and alcohol license has been done. • Registration of motor cycles and tri cycles. • Collection of market fees and toilet services fees. • Industrial inspection and renewal of data collection. • Business and alcohol license inspection has been done and is still going on.
4.	ELECTION	<ul style="list-style-type: none"> • Election of mitaa chairpersons and members of mitaa committees was conducted on 14-12-2014 in 194 subwards. • For the period of July ó December 2015 there was the division of the constituency where by Ubungo constituency was divided into two making Kibamba constituency which has 6 wards of Goba, Saranga, Kibamba, Msigani, Mbezi and Kwembe while Ubungo has the following 8 wards of Kimara, Makuburi, Ubungo, Manzese, Sinza, mburahati, Mabibo and Makurumla.

		<ul style="list-style-type: none"> The General election of the President, members of parliament, (MPs) and councilors took place on the 25 October 2015 and there are four constituencies now in Kinondoni Municipal council (KMC).
5.	INFORMATION TECHNOLOGY AND COMMUNICATIONS	<ul style="list-style-type: none"> To install names of sub wards in five wards of Mikocheni, Msasani, Ndugumbi, Kinondoni and Magomeni. To identify crucial areas that qualify to be given postcode numbers in Magomeni and Msasani wards. To rectify the addresses of the billboards owners from MRECOM system to ITAX system. About 150 billboards out of 441 have been rectified. Carry out the maintenance of 35 computers, 17 UPS and 5 printers in the departments of town planning, community development, health, Economic planning, finance, Legal and Administration.
6.	LAND AND TOWN PLANNING	<ul style="list-style-type: none"> About 92 plots have been surveyed from individuals and different institutions About 98 plots have been resurveyed and its boundaries marked , About 815 deed plans have been issued. About 243 survey permits have been issued. Four land disputes have been settled.
7.	NATURAL RESOURCES	<ul style="list-style-type: none"> Inspection of timber yards to combat unlawful tree cutting. To visit fish keepers and bee keepers and give them technical advice. To carry out sea patrol and coastal areas aimed at fighting unlawful fishing. To conduct training to the groups that have been assigned to look after marine resources.
8.	SURVEY AND PLANNING	<ul style="list-style-type: none"> About 175 plots were surveyed in response of requests by different individuals and institutions. About 142 plots have been reviewed its boundaries marks. About 1879 deed plans have been prepared. About 11 land disputes cases have been given out witnesses.
9.	AGRICULTURE AND LIVESTOCK	<ul style="list-style-type: none"> Provision of extension services to the farmers and livestock keepers. Issuing of treatment permit for rabies infected people. The increment of garden products. Conscription of Nane Nane pavilion at Tungi Morogoro.
10.	ADMINISTRATION	<ul style="list-style-type: none"> Provision of different services to the employees. Coordination of procedures to 149 employees who have gone for further studies. To coordinate different disciplinary matters. About 7 employees from different departments have their cases opened concerning discipline.

		<ul style="list-style-type: none"> About 7 employees (2 from cooperative, 2 from health, 2 from town planning and 1 from secondary department) were employed.
11.	COMMUNITY DEVELOPMENT	<ul style="list-style-type: none"> To enable about 110 nongovernmental organizations (NGOS) to get permanent registration at national level from 29 wards of kinondoni Municipal Council (KMC). Inspection of 17 NGOS in 5 wards of Kijitonyama, Makongo, Makuburi, Ubungo and Mbezi juu. About 44 entrepreneur groups have been established and given capacity building in the wards of Kibamba, Msasani, Hananasif, Kigogo, Ubungo, Kinondoni, Mikocheni, Mbweni and Sinza. To coordinate AIDS activities and TASAF Projects.
12.	SOCIAL WELFARE	<ul style="list-style-type: none"> About 204 MARRIAGE CONFLICTS were received. 54 of them were settled out. Those referred to the ward tribunal were 76. 8 of them were referred to BAKWATA . Those which were sent back to the family were 20. The conflict which are on the table are 46
13.	WATER RESOURCES	<ul style="list-style-type: none"> To monitor the extension of Madale ó Kisauke water project aimed at supplying water to Nyakasangwe and Mivumoni areas. Inspection of the work of drilling of 12 wells was carried out by kinondoni municipal council. Training of 4 community water committees at Tandale, kwembe, Mburahati and Kibamba. To settle the disputes of water projects at ward level. Construction of water projects at Mburahati and Kibamba wards is complete and handed over to the community under the sponsorship of European community, Belgium government and Tanzania government.
14.	HEALTH	<ul style="list-style-type: none"> To conduct participatory monitoring in 46 government health service centers and 225 private health service centers. Preparation of special health programme CCHP of 2015/2016. Controlling of drugs and medical equipment from medical stores department (MSD) to health centers has been carried out by 85 per cent (85%) Stationaries for patients including registration of admitted patients have been purchased by 85 percent. Hygienic equipment for 43 dispensaries have been purchased.
15.	CLEANING AND ENVIRONMENT	<ul style="list-style-type: none"> Control of solid waste and liquid waste. A total of 273.51 tones of solid waste have been collected and sent to the dumping site. Night patrol aimed at arresting those who are polluting the environment has been conducted and a total of 672 offenders were arrested, sent to the court and fined.

		<ul style="list-style-type: none"> Monitoring of environmental public health law at all levels. About 72 suspects were sent to the court.
16.	WORKS	<ul style="list-style-type: none"> Monitoring of construction projects (roads, culvert, bridges, trenches and building has been done.) General services of vehicles and machines has been done
17.	PRIMARY EDUCATION	<ul style="list-style-type: none"> Monitoring and coordination of primary education activities in Kinondoni Municipality. Monitoring of development projects. Celebrations of adult education day has been observed. Monitoring of national standard VII examinations. Monitoring of national standard IV examinations.
18.	SECONDARY EDUCATION	<ul style="list-style-type: none"> Work meeting for Manzese and Kigogo secondary schools and conducting inspection aimed at knowing the teaching conditions in the schools. Writing a letter to TSD about long time absenteeism teachers aimed at taking disciplinary measures. Visiting all 48 secondary schools of Kinondoni municipality aimed at making follow up of teaching conditions and settling challenges facing the schools. Conducting a meeting of municipal educational officer with the academic and statistics officers in the department aimed at reminding each other's responsibilities. Receiving, monitoring and handing over the form II and form IV examinations in 2016.
19.	LEGAL	<ul style="list-style-type: none"> About 350 cases were registered and 20 were resolved while 330 others are still on hearing. About 200 contracts have been prepared. The department has been continuing to give advice to the different ward tribunals.
20.	CULTURE	<ul style="list-style-type: none"> Monitoring and coordinating the registration of clubs and sports associations, where by 15 clubs were registered. Registering 20 art groups and 2 entertainment halls. Offering education on sports and arts constitution to different groups, individuals, to enable them to get registration. Inspection of 7 halls / bars aimed at minimizing music noises from the halls.
21.	FINANCE	<ul style="list-style-type: none"> Collection of municipal income from different sources and a total of 12,147,555,772.75 Shillings were collected and this is equivalent to 42% KMC sold tender and managed to get a contractor (MAX MALIPO) who started to collect some of the Municipal taxes by using electronic system.
22.	PUBLIC RELATIONS	<ul style="list-style-type: none"> Two press conferences were conducted. A unit responsible for political party affairs has audited financial books of five parties.

APPENDIX 7: ARRANGEMENT OF ACTIVITIES DURING RESEARCH**TIME:**

2017/2018									
ACTIVITY TIME	MO 1	MO 2	MO 3	MO 4	MO 5	MO 6	MO 7	MO 8	MO 9
Planning and submission of research proposal to supervisor	■	■							
Developing framework of research			■	■					
Selecting research participants			■	■					
Staffing			■	■	■	■			
Literature review		■	■	■	■	■	■		
Data collection			■	■					
Report analysis				■	■	■			
Report Submission							■		
Report publication								■	

Source: Researcher (2018)

APPENDIX 8: RESEARCH FINANCIAL BUDGET: SHOWS AMOUNT OF MONEY NEEDED DURING RESEARCH TIME

S/N	ITEM	DESCRIPTIVE	AMOUNT (TSHS)
1.	WORKING TOOL	LAPTOP	650,000/=
2.	STATIONARY	NOTEBOOK, PEN, BINDING, TYPING AND PRINTING	300,000/=
3.	COMMUNICATION	FIELD COORDINATION	250,000/=
4.	TRANSPORT	FOR SURVEYING	100,000/=
5.	LOGISTICS	DEALING WITH RESPONDENTS	200,000/=
		TOTAL	1,500,000/=

Source: Researcher 2018.

APPENDIX 9: COMMENTS

Comments by Supervisor

í í

í í

í í

í í

í í

Date...../í í í /2020

Name í ..

Signature í í í í í ..