

**THE EFFECTIVENESS OF HUMAN RESOURCE STRATEGIES IN LOCAL
GOVERNMENT AUTHORITIES: A CASE OF BABATI DISTRICT
COUNCIL**

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CERTIFICATION

The undersigned certifies that this research paper has read and hereby recommends for acceptance by the Open University of Tanzania, research paper entitled as, The Effectiveness of Human Resource Strategies in Local Government Authorities: A Case of Babati District Council.

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.....
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DECLARATION

I, Jackson J Kajiru, do hereby declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other University for a similar or any other degree award.

.....

Signature

.....

Date

DEDICATION

This Dissertation is dedicated to my wife Neema J Mnkhen, as appreciation for her, for being my lovely wife. Also to my parents Mr & Mrs Joseph Kajiru, Mr & Mrs Julius Mnkhen. Also my sons Joseph and Julius, whom I believe God will uplift them above this level I have reached and my young sister Happiness Kajiru, Happiness Julius, Janeth Joseph my young brother Wilson Joseph, James, Harold and Godson who were always praying for me.

ABSTRACT

Local government authorities are operating in a challenging environment where providing services is not the only goal that precludes their existence. It is evident that competition is not only the features of the private sectors, but also local government are now days competing themselves in the public sphere, and are competing with the private sectors in terms of standard of services they provide. It is therefore inevitable for local government to adopt HR strategies concept in service delivery. The purpose of this study was to establish the effectiveness of HR Strategies for local government authorities in Tanzania, with the case s of Babati District Council in Manyara Region. The sample of 150 respondents was involved in the study where 144 were staffs and six were councilors. The finding revealed that, HR Strategies have still gained prominence in use local government authorities in Tanzania and it has to some extent helped local government accomplish its goals. However there have been some challenges and opportunities in the practice of HR Strategies example, poor participation of staffs and other stakeholders (councilors) in formulation, implementation and review of human resource strategies and centralization of some HR Strategies to central government. The researcher recommends that, local government have to be given autonomy to set and implement their programmes in response to the community priority. Also capacity building should be regularly provided to local government staff and leaders so that they can be in positive to undertake and coordinate their strategies effectively.

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LIST OF ABBREVIATIONS

BDC	Babati District Council
CBOs	Community Based Organizations
CSOs	Civil Society Organizations
HR	Human Resource
ICMA	International City Management Association
LGAs	Local Government Authorities
NGO	Non Government Organization
MTEF	Medium Term Expenditure Frame Work
PCCB	Prevention and Combating of Corruption Bureau O&OD - Obstacles and Opportunity Development
PRSP	Poverty Reduction Strategy Paper
SPSS	Statistical Package for Social Science

CHAPTER ONE

1.0 INTRODUCTION AND BACKGROUND

1.1 Introduction

This chapter focuses on the information related to the problem under study. It consists of background of the problem, statement of the problem, objective of the study, research questions, significances of the study and scope of the study.

1.2 Background of the study

Many communities have addressed the importance having the HR strategies in the local government. Strategic plan has gained a sustained prominence in the management of public service in the past two decades or so. Public organization local government in particular are increasingly being a deviled it has become an attractive management tools to reformers, as Miller P. (1991) argues for an organization to be without strategies is to appear direction less and incompetent. It is not an exaggeration to say that the use of strategic plan (HR strategies) particularly in this ages, when public organization are considered underperforming and uneconomical in their use of public resources, could among other things help in enhance local government authorities image and legitimacy. The general mood of the public has been that public managers/ leader in the local government must do more with less,” the situation which requires strategic thinking in order to reduce wastes.

It seems to be a new spirit in the public sector in the use of strategic management approach. Much have been written about the rise of HR strategies, less has been

documented on the many issue raised by the introduction of strategic management (Planning) in the public sectors. Although public context is not conducive to strategic management and that the introduction of HR strategies in the public sector may not yield the expected benefits. Beyond this general concern much is yet to be done in measuring the extent to which HR strategies is being used by the local government authorities and whether the use of HR strategies have proven effectiveness in the course of delivering better services to the general public. In 1993 the Instructional City/ Country Management Association (ICMA) in their manual “strategic planning for local government,” described the private sectors for many years and the success of city and country leader who applied those practices to the public sectors as well. Miller P. (1991) noted that although some government were well versed in the concepts of HR strategies and had achieved significant result.

Other local governments were just beginning to acknowledge the applicability of HR strategies to local issues, but most local government had not yet focused on the benefits that could derived from such a process. Due to that notion the important lessons that needed to be comprehended for the successful implementation of HR strategies in the local government are mentioned below.

- (i) HR strategies process needs to be promoted locally.
- (ii) There are no significant variation in the HR strategies process for different local government
- (iii) HR strategies should begin with strategic thinking communities needs to determine their vision for future by addressing broad themes of common interest at all.

- (iv) The planning group should be more rather than less inclusive. There is necessity in the planning process.
- (v) It is important to assess and announce the core values or inherent belief of the local leadership.
- (vi) The most critical element of HR strategies process in the environmental scanning.
- (vii) The HR strategies must outline, measurable, outcomes that result from its implantation
- (viii) Those who implement plans/ strategies needs to understand and embrace them.
- (ix) Feedback loops and schedules replacing session are important means of ensuring that plans do not become the end but rather the means to an end.

According to Miller P. (1991) performance measurement will be crucial tools, that enables stakeholders to assess the effectiveness of the strategies and also enable management to evaluate the performance of individuals (local government officials) and agencies lasted with accomplishing the tactics and objectives of HR strategies.

HR strategies is now a government wide reform initiative in Tanzania in 1990 after considerable period of socio-economic reforms (which started in 1986) the government of Tanzania launched an expensive public sector reforms including the introduction of HR strategies (planning) approach that require all public systems to adopt. In line with this new policy requirement, all public organization are expected to develop a long term vision, strategic objectives establish the level of resources required to accomplish the identified performance objectives, reform was the first

and foremost to align public service provision with the related financial implication to that effects public organization are required to indicate what they are doing how they are doing it and with what financial implication.

In support that Mac Duffie,JP. (1995) contends that City and country leaders who practice HR strategies to the public sectors have been successful in their operation. The International City/Country Management Association, considering that developing and pursuing a long- term vision was the stuff of political rhetoric and theory and was less to represent a less- than – critical demand on peoples time, put more emphasis on the use of HR strategies practice for local government however, the application of HR strategies for local government is insufficient to social – economic transformation for it is centrally controlled. Local governments in Tanzania are still depending on the central government for almost 75% subsidize in both financial and human resource.

The context under which HR strategies is introduced to local government in Tanzania is highly characterized by budgetary consists and cultural resistance to reform rather than just policy pronouncement. According to Sulle (2009) for a developing country like Tanzania there is often the problem of budgetary inadequacy for public service delivery in which the gulf between planned activities and resources availability is usually huge.

An interesting issue will therefore be whether this lesson of history has been taken into consideration before HR strategies and its practices were put into practical use in

the local government in Tanzania. A feasible HR strategy requires substantial resources commitment (Mac Duffie, JP. (1995)).

1.3 Statement of Problem

Like private firms, public sectors need to adopt HR strategies in executing different policies. It has been a greater benefit to make use of HR strategies since organization can be in a position to forecast its future by considering the present and past experiences. Effective utilization of resources in the delivery of services can be enhanced through feasible HR strategies.

Presences of HR strategies in local government influence the discovering behaviour of the local authority managers which in turn produces better result in the performance of local government. The increased awareness of the community members at the grass root level in initiating their project is a pre – requisite for the need of, and applicant of HR strategies to address peoples issue at local authority. Mac Duffie, JP. (1995) argues that in most cases, the statement of most communities are similar – all communities want to provide efficient and effective service to their communities. This is basically the goals of the local government.

Although many elements of HR strategies has been introduced in the local government in Tanzania the fact remain that a full implementation of HR strategies in the public organization is faced with two problems namely. Financial constraint and the general uncertainty to change, bureaucratized and centrally controlled strategic planning for Public Sector in Tanzania also reduces effective application

and transformations, that local government HR strategies aim to bring to the lives and welfare of concerned community.

In support of that Sulle, A, S. (2009) who also carried a study on the applicability of HR strategies in public sector in Tanzania noted that although HR strategies help public sector to confidently respond to political demand for service delivery one of the weakness is lack of effective monitoring and evaluation of what has been planned to be accomplished. There has been several local government reform programmes in Tanzania however, little was achieved in transforming the lives of the people in the local level. Centralized planning model and dishonest of public official continues to be critical challenges in the implementation of HR strategies in local government in Tanzania.

Considering the need for public organizations to have HR strategies that address real challenges of people at the grass root level it is therefore the purpose of this study to assess the effectiveness of HR strategies at local government authorities and whether most of the challenges in implementing stem from the weakness of the local authority managers, or the central government. The study will also intend to find out alternative strategies adopted by the councils in responding to the shortage of human resource.

1.4 Objectives of the study

1.4.1 Main Objective

To establish the effectiveness of HR strategies for local government authorities in Tanzania.

1.4.2 Specific objective of the study

- (i) To analyze the Strategic Human Resource Strategies processes undertaken in local government authorities.
- (ii) To examine factors influencing the implementation of human resource strategies in local government authorities.
- (iii) To assess the level of participation of council staffs and other stakeholders in setting, implementation and review of the human resource Strategies in local government authorities.
- (iv) To evaluate the impact of HR Strategies to the attainment of councils overall goal (targets).

1.5 Research Questions.

- (i) What are the processes involved in Strategic Human Resource Management at local government authorities?
- (ii) What are the factors influencing the implementation of human resource strategies in local government authorities?
- (iii) Do all local government staffs and other stakeholders (councilors) participate in formulation, implementation and evaluation of council's human resource strategies?
- (iv) Have established human resource strategies help local government to achieve its goals?

1.6 Significance of the Study

The study aims at underscoring the factors that affect the applicability of the HR

strategies in the local government authorities in Tanzania. Therefore the study is expected to be significant to the government and stakeholder as follows:

The result of this study intended to help the government and policy maker to ensure that the local government authorities receive enough support for the implementation of HR strategies that reflect the requirement of the people at the local levels.

It also aimed to help other researchers to identify possible areas for further research, as it will offer addition references for those interested to undertake the research on the HR strategies in the public sectors.

It was undertaken to provide an added knowledge to whoever interested to acquire and develop abilities on the formation monitoring and implementation of the HR strategies at any institution/ organization concerned.

The study was done specifically to enable the researcher to fulfill the requirement for the degree of masters of human resource management of Open University (OUT)

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

These chapters review various literatures for the purpose of providing on the concept of HR strategies it will cover the theoretical frame work under pinning the study, meaning of HR strategies, empirical literature and the conceptual framework.

2.2 HR Strategies In General Context

The roots of HR strategies go back as far as the 1950, when writers like Drucker and McGregor stressed the need for visionary goals – directed leadership and management of business integration (Armstrong M and long P. (1994)). This was succeeded by the behavioral science movement in the 1960s, headed by Maslow, Argyris, and Herzberg. These scholars emphasized the ‘value’ aspect of human resource (HR) in organization and argued for a better quality of working life for worker. This formed the basis of the organization development movement initiated by bunnies in the 1970s. The Human Resource An outing (HRA) theory developed by Armstrong M and long P. (1994) was an outcome of these sequential development in the field of HR and is considered to be the origin of Human Resource management (HRM) as a define school of thought

This emphasized human resource as assets for any organization. The last twenty five years or so have then witnessed rapid developments in the field of HRM, which are an outcome of a number of factors such as growing comp (mainly to us/ uk times by

Japanese films) . Slow economic growth in the western developed nations, realized about the effects of HR strategies contribution toward firm performance.

The debate relating to the nature of HR strategies continues today although the focus of the debate changed over time it started by attempting to delineate the differences between personnel management and HRM,' Guest (1991) and moved on to attempt to incorporate industrial relations into HR strategies. Most of these developments have taken place over the last couple of decades or so and have precipitated changes in the nature of HR strategies from being relatively prescriptive and administrative to being proactive descriptive and executive. Guest (1991) argued that, the contribution of HR strategies in improving a firm's performance and in the overall success of any organization (alongside other factors) is very great.

In the world of business it mainly denotes how top management is leading the organization in a particular direction in order to achieve its specific goals, objectives, vision, and overall purpose in a given context/ environment. According to (Miller 1991: Kay 1993) the main emphasis of HR strategies is thus to enable an organization to achieve competitive advantage with its unique capabilities by focusing on present and future direction of the organization Legge K. (1995) stated that a classical strategic process consists of a series of steps, starting from establishing a mission statement and key objective for the organization analyzing the external environment (to identify possible opportunities and threats) conducting an internal organization analysis. The goal of HR strategies is therefore to examine its strengths and weaknesses of current management systems, competencies and capabilities),

setting specific goals, examining possible strategies choice/alternative to achieve organization objective and goals by adoption/ implementation of chosen choices.

The need to highlight the prevalence of generic HR strategies purposed by organization in different context David F.R. (2009) proposed four HR strategies:

- (i) Latent acquisition HR strategy (emphasizes attracting the best human latent from external sources.
- (ii) An effective resource allocation HR strategy maximizes the uses of existing human resources by always having. The right person place times
- (iii) Talent improvement HR strategies (maximize) the talent of existing employees by cautiously training them and guiding them in their job and carver) and
- (iv) Costs reduction HR strategy (reduces personal costs to the lowest possible level.

David F.R. (2009) examined the impact of these HR strategies on recruitment, compensation, training and development and employee communication practices in matched Indian and British firms. On the same pattern there is a need to identify and examine the impact of other HR strategies such as high commitment and paternalism. Mac Duffie,JP. (1995) stated that, human, Resource function strategy include topics, typically, recommended by the HR department but many requesting top management approval (I bid) a job categories and description pay and benefits recreating, selection and orientation, carver development and training evaluation and incentive system policies and discipline and management executive selection process are the very important issue in HR strategies to observation public sector organizations.

2.3 Theoretical Framework

The study will be conducted basing on various theoretical approaches. Although different scholars proposed several theories to explain the notion of HR strategies, for the purpose of this study, the researcher decided to deal with four approaches to the development of HR strategies that have been identified by Delary and Doty (1996) as the Universalistic the contingency and configuration” Richardson and Thomas (1999) redefined the first two approaches as the best practice and best fit and retain the word configuration meaning the use of doodles as the third approach.

2.3.1 The Best Practice Theory

This theory is based on the assumption that there is a set of best HRM practices and that adopting them will inevitably lead to superior organizational performance. The best practice Nubric has been attached by number of commentators. Cappelli and Crocker - Hefter (1996) commented that the notion of a single set of best practices has been overstated. There are examples in virtually every industry of times that have very destructive management practices. The destructive human resource practices shape the core competencies and determine how firm complete. It is from this ground that nothing could be more detrimental to HR strategies and to organizational success than for best HRM practice to be allocated in a ways consistent with priorities indicated by approved annual objective.

2.3.2 The Best Fit Theory

The theory tresses and emphasizes the importance of ensuring that HR strategies are appropriate to the circumstance of the organization, including its culture, operational

process and external environment. HR strategies have to take account of the particular needs of both organization and its people. But there are problems with the best fit approach, as stated by Purcell (1999).

Meanwhile, the search for a contingency or matching model of HRM is also limited by the impossibility of modeling the entire contingent variable the difficulty of showing their interconnection, and the way in which changes in one variable have an impact on others. In Purcell's new organization should be less concerned with best fit and practice. From this well designed HR strategies can fail in insufficient attention is given to the human resource dimension. Thus, human resource management problems that arise when organization implement strategies can usually be traced from the presence of the effective HR strategies.

2.3.3 The Configurationally Theory

The theory insist that the success terms on combining vertical or external fit and "horizontal" or internal fits as Richard son and Thompson (1999) connected. They conclude that a firm with bundle of HR practice should have a higher level performance, provided it also achieved high level of fit with its competitive strategy. Emphasis is given to the importance of bundling the development and implementation of several HR practices together so they are interrelated and therefore compliment and rain force each other. This is the process of horizontal integration, which is also referred to as the adoption of configuration mode (Mac Duffie, 1995) commented that, interrelated and internally consistent, and that more is better with respect to the impact on the performance because of the over lapping and

mutually reinforcing effect of multiple practices.

2.3.4 The Contingency Theory

The theory advocates that no single strategy can fit all situations. The concern here is that strategies need to be changed based on situation and condition. Regardless of how carefully strategies are formulated, implemented and evaluated, unforeseen events such as strikes, boycotts, natural disasters and government action can make strategies obsolete. A basic premise according to this theory is that firms must plan ways to deal with unfavorable events before they occur.

2.4 Defining HR Strategies

HR strategies are the most important aspects in most of the companies or organizations, whether private or public sector in any country. Having proper services and encouraging more profit that are beneficial and sustainable would require an organization to have clear HR strategies that are directional to the future goals or mission. HR strategies are a way of making the future direction of the organization through what the organizations perform in a particular occasion. Various scholars view the term HR strategies differently.

According to Dyer and Reeves (1995), HR strategies refer to internally consistent bundles of human resource practices. HR strategies set out what the organization intends to do about the different aspects of its human resource management policies and practices. According to Richardson and Thompson (1999), HR strategies must have two key elements that are things the strategy is supposed to achieve and must plan action (the means by which it is proposed that the objectives will be met).

Cassidy and dean (1991) viewed HR strategies as the key component since it develops objectives practice and actions which are essential for Human resource management in on the current and future business. Hellriegel (2002) viewed HR strategies as process and identify the fundamental elements in the meaning of HR strategies. HR strategies has been directly influenced by four element which are common in HRM within provided definition which are vision, mission, goals, and practices under the focus of the organization future managing process.

Torrington and hall define HR strategy as a central philosophy of the way that people in the organization are managed and translation into personnel policies and practices. To be effective policies and practices to be instated so that they make a coherent whole which is integrated with the business organizational strategy?

From these views it is therefore obvious that an HR strategy is very important for organization to survive and maximize its competitive profits. One of the significant of HR strategies that Heberbeg and Rieple (2008) posited is that HR strategy encourages managers to consider long term objectives and any systematic change initiative which might be necessary. Certo (2005) also pointed that the most successful managers tend to be those who are capable for encouraging minor active strategic thinking within their organization.

2.5 HR Strategies Model

HR strategies in any organization is not that persists haphazardly rather undergoes some process (steps). According to scaffold (2005) HR strategies is the steps by steps

process that leads to strategic action plan in ensuring organization has competent personnel required to undertake critical activities.

A strategic planning effort requires advance preparation Wheelen (2006) argued the process of HR strategies not the plan itself is probably the key to improve the business or organization performance. In this context once the proper process are not adhered the strategy formed can inadequately address the organizational requirement. Several scholars have proposed different models for HR strategies process.

Chandan (1987) Gupta, C, B. (2009) and Hellnegel (2006) proposed five steps in HR strategies process scaffold (2005) argued HR strategies appears to be a rational management methodology that is a technique based primarily on logical discuss and supported by M.A Huselid (1995) stated that the impact of human resource practices on company performance and found that if times increased their high performance work practices, the result was significant reductions in employee turnover and significant increasing in productivity and profits. In further study (1997) he focused of the strategic impact on shareholder value of high performance work system and found that firms that adopted high performance work system had significantly.

Laugher levels of performance than those which did not adopt such work systems, although the study did not identify precisely how much a system creates that value. The figure below shows the model of the link between human resources strategies and performance.

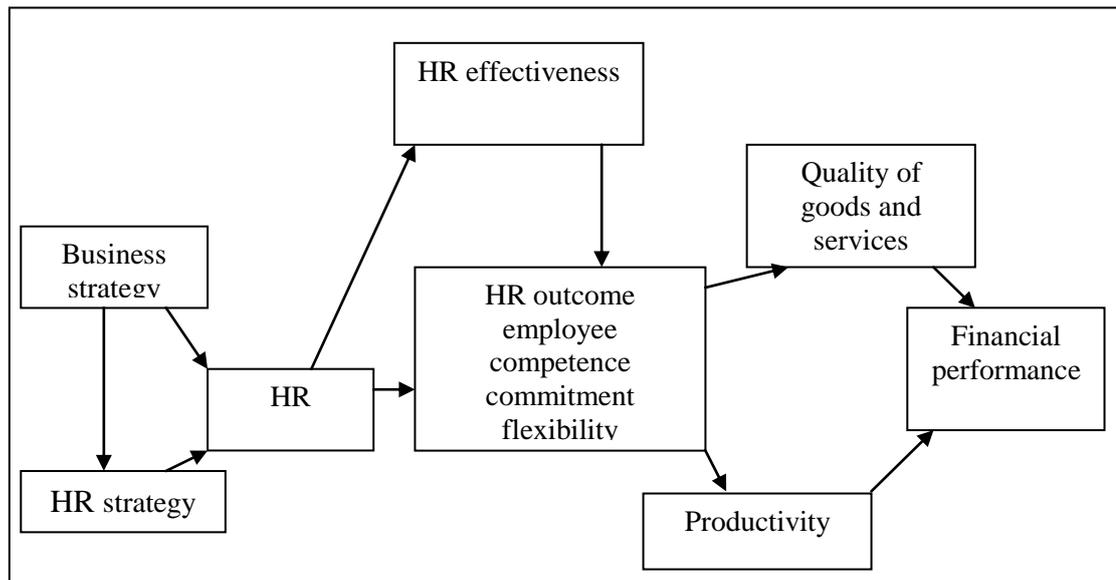


Figure 2.1: The Model of the Link between Human Resource Strategy and Performance

Source: - CIPD the case for good people management’ 2001

It should be noted HR strategies process is dynamic and continuous and the change in one of the components in components. Therefore the strategic formulation, implementation and evaluation activities should be performed on a continual basis not just at the end of the year or semi – annually However a common approach to developing organizational HR strategies has followed what is commonly referred to as SWOT/SWOC (strength weakness, opportunities and threat/ challenges) analyzed by Bovaird (2009). This is the analysis of internal and external environment so as to identify factors favorable and hostile to the success of organization mission.

2.6 HR Strategies in Public Sector in Tanzania

Human Resource are knowledge, skills, create abilities talent and altitudes is crucial to organizational success because it ensure that company or organization will always

have a concept of job market and how it relates to its future. A company that does not engage in HR strategies may find itself with a number of positions it cannot fill because it did not anticipate a pickup in living by arrival.

Public in many countries have adopted HR strategies for the purpose of improving and developing the delivery of services and goals, as general environment is uncertain Herberg and Rieple (2008) argued now public sector have made increasing use of HR strategies procedures suitably adapted to take amount of the stakeholder management and political challenges in the public sectors. This justified because public sectors organizations exist provide services and their value chain will typically be of the professional services that many cases the users of these services do not pay for them expect perhaps indirectly through various forms of taxation.

It is argued that an HR strategy in public sectors is externally influence by the stakeholder such as general public donor and politicians. According to Bryson (2004) HR strategies in public sectors accept and build on the nature of political decision. However Berry (2001) contents that public sector presents source obstacle to HR strategies because policy vagueness (goal, ambiguity) competing and unstable public sector and political goals.

Bryson (2004) posited that public organizations engaged in HR strategies often have little citizen participation in the process other than of elected or appointed policy board members. One reason for this may be that the organization already possesses the necessary knowledge and expertise in house making citizen redundant and excessively time consuming. However (ibid) argued that, he absence of participation

by ordinary outsiders would parallel much private sector corporate planning practice. The implication is that broad citizen participation usually results in better strategies and implementation process. Sulle (2009) identified that public sector in Tanzania apply strategic in addressing several cross cutting issues affecting the wellbeing of the general public. HR strategies in public sector in Tanzania are directed towards addressing two major policies which are National Poverty Reduction Strategy and the Tanzania vision of 2025. These are long term national plans, together with the poverty Reduction Strategy Paper 2000. These policies are central building blocks of Tanzania Strategic plans that every institution and department is required to reflect the aims of these policies in their strategies.

Similarly the government introduced a new management by strategic planning for all public sectors organization (see figure 2.2) a guide for the formulation and design for strategic planning in the entire public sector in Tanzania. The model provides a “how to do” strategic plan for public sector. Haber berg and Ripple (2008) asserts that there are major differences in the strategic planning mode for different nation depending in the nation set up structure and control over various bodies.

The modes indicate that strategic process in public sector in Tanzania is too much formalized as it is influenced and centralized. Wheelen (2006) argued that too much formalization of the Strategic process not the plan itself is probably the key to improving business performance. Strategic process is now compulsory since “the application of strategic planning is triggered by government desire to control expenditure via enhance efficiency of public sector” (Green 1998). This is clear as

the strategic plan link with the HR strategic in term of formulation, implementation and education in term of Human Resource Management.

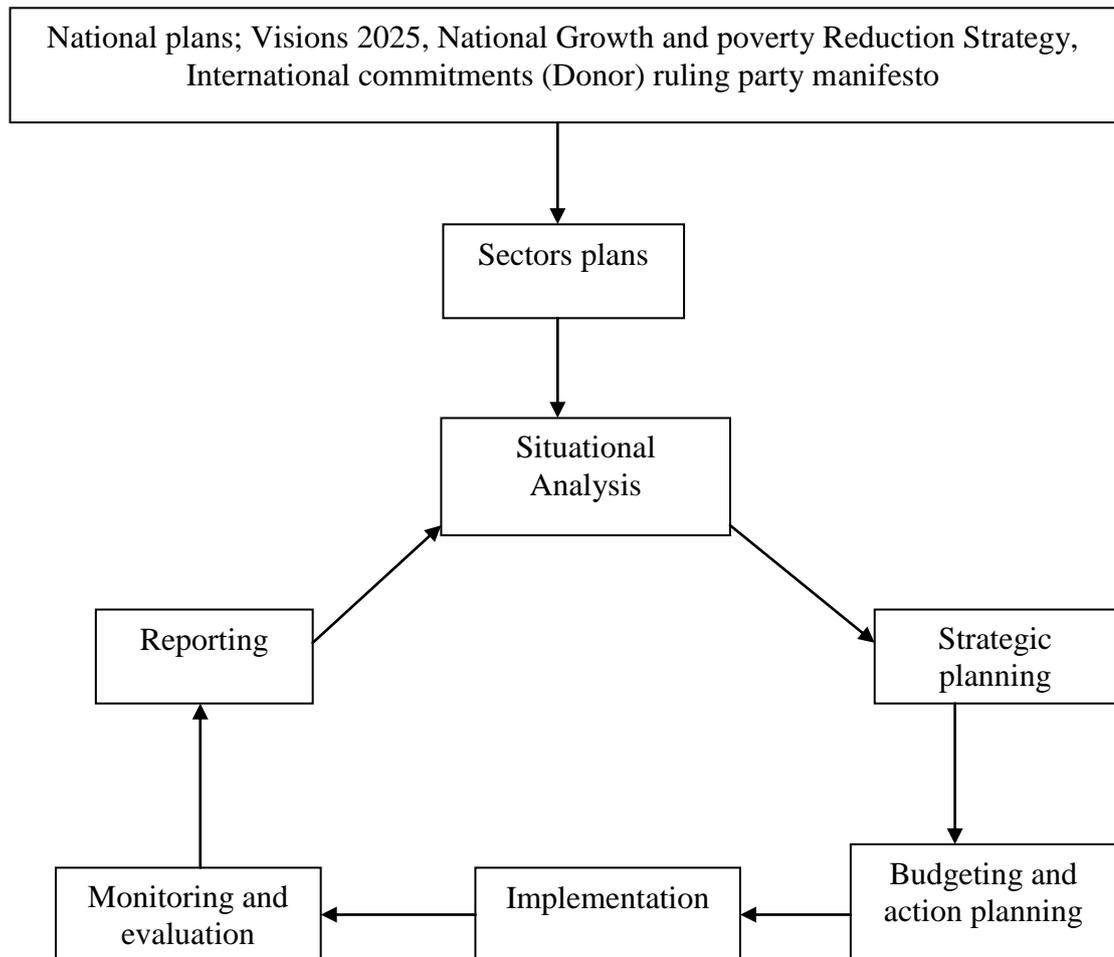


Figure 2.2: Strategic Planning Cycles in Tanzania Public Sector

Source: Adopted from the Government medium term and Budgeting manual 2005
October 10th

Activities of local government focus in the inspiration of Tanzania development vision 2025, millennium development goals and national strategy for growth and reduction of poverty. However it has also identified that the sources of funds to

finance ministry strategic plan HR strategies is from the government, donors, Non-Government organizations (NGO's), religious institution, basket fund (world bank) and the general public . The implication of this is thought most of the programs are not accomplished on time, since donors are sometimes reluctant to provide funds on time.

2.7 Empirical Literature

Lip sky and smith (1989-1990) commented that on the study local government and private services organizations shares many characteristics, they need to process clients through system of eligibility and treatment, they need to maintain a competent staff to be effective and need to account for financial expenditures. These local governments are also expected to be fair (equitable), to accommodate likely and unanticipated complexities (responsive), to protect the interest of central government in minimizing cost (efficient), to be true to their mandated purposes (accountable) and to be honest (fiscally honorable). Kanter (1987) written a HR strategies for public and private sector stated that Human Resource department must take a proactive role in guiding and supporting agency efforts to meet the changing demands of their environments, this will provide and improve the effectiveness of human resource strategies to the organization/local government.

Light (1999) writing on HR strategies for public and non- profit assert that government has cover to rely heaving on for – profit and non-organizations for delivering goods and services ranging from antimissile system to welfare reform. These changes have scarcely obliterated the role of congress the state and local

government become even livelier. However the misfits between the strategic planning model and the reality of actual public organization lead to the feature. In the view (ibid) posited that to provide increased value money and to genuinely improve their outputs public organizations are recently turning to HR strategic systems as the way.

Gordon (2005) conducted a study on HRM for local government in united stated of America; found that local government manager and administration carry a wide range of little to serve at the direction of elected councils and governing boards. The most critical requirement according to (ibid) is that exceptional professionals and active citizens to conduct strategic exercises successfully in their comities are required. Local government authorities in most of the developing countries lack competent personal and citizen who actively are involved in HR strategies. However Gordon identified that although HR strategies had been practiced in the private sector for many years' city and country leaders who applied those practice in public sector may as well succeed.

2.8 Conceptual Frame Work

Effective HR strategies at local government depends on the number of factors such as freedom that local governments have in making decisions and implement their programmers. Central governments readiness to support local government plans also enhances the effective implementation of the formulated plans / strategies under the bottom – up approach it believed that strategy emanate from the lower level and this case the personal at the local government authority, and the people at the grass root,

the sense of ownership develop and hence commit effort towards the achievement of different programmers.

Therefore, involvement of all stakeholders during formulating implementing and evaluation strategies at local government is crucial aspect. However competent (knowledgeable) skilled and experienced) personal are needed to monitor the whole process of HR strategies at local government authorities in Tanzania.

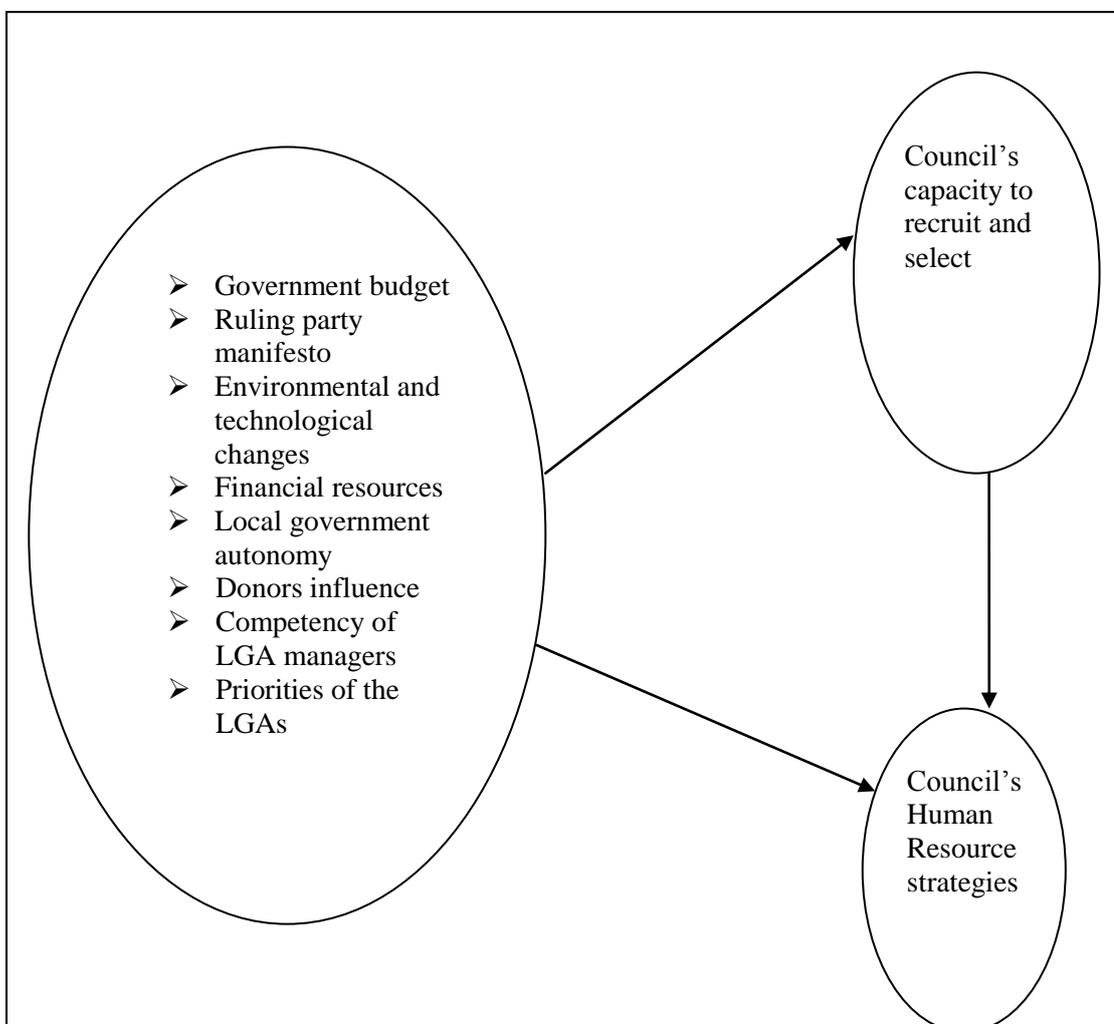


Figure 2.3: Effective HR Strategies at Local Government as the Product of Some Factors

Source; Researcher's Establishment

Figure 2.3. Seek to explain the relationship between HR strategies at local government factor affecting its effectiveness. The model point out that, the effectiveness of HR strategies at local government in Tanzania is influenced by several factors such as government budget, ruling party manifesto, environmental and technological changes financial resource, relationship between central government and local government, local government autonomy to discharge its objectives stakeholder involvements, central government programmes, national policies and donor influence. All these determine LGAs capacity to recruit and select which in turn affect council's HR strategies.

2.9 Research gap

It has noted that a lot has been written on the need for the HR strategies in public sectors. Despite the implementation of the Decentralization by Devolution (D-by-D), local government authorities in Tanzania do practice HR strategies process following the directions from the Prime Minister's Office- Regional Administration and Local Government Authority. However, the question remains, why do local government authorities fail to effectively discharge their obligation in response to the formulated HR strategies?

Although an HR strategies help public sectors to confidently respond to political demand for service delivery one of weakness is lack of effective monitoring and evaluation of what has been planned to be accomplished. There has been several local Government Reform Programmes in Tanzania; however, little was achieved in transforming the lives of the people at the local level. Shortage of funds, centralized

strategies model and dishonest of public officials continue to be critical challenges in the implementation of HR strategies in local government in Tanzania. The researcher is interested to find out how effective the HR strategies process in local government authorities in Tanzania is during formulation, implementation and evaluation steps.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methodology that will be used in the study. It explains the research design, area of the study, population, sampling technique methods of data analysis plan and the strategies be pursuer validity and reliability of data.

3.2 Research Design

It is argued by Adam J. and Kamuzora, F. (2008) that “a” good research design is essential for a successful research process one has to plan in advance the study area the type of research to be carried out method of obtaining required data, a sample from which data to be collected, methods to use in collecting and analyzing data, duration and fund required to complete the study Ndunguru (2007) state that designing a research study involve conceptualizing and organizing the collection and analyzing of data to fulfill the purpose of research. It may be explanatory, descriptive, predictive or comparative. In other way a research design should be appropriate for particular research problem.

The case study design was used in this study because it is less expensive in term of time and money as compared to other research design like survey design or experimental design. The case study is also flexible in data collection.

3.3 Study Area

The study was conducted in public sectors, local government in particular Babati

District Council in Manyara Region. The council has 11 department and 02 sections. The council has 21 wards with which constitute the area of 5607 kilometers square. The 2012 census showed that there were 319,286 people. The council strategies/ plan is under the planning department which processes the initiative of all projects, monitoring and provide the evaluation report. This case study has been chosen to ensure the availability of the required information since it is one of the local government authority in Tanzania that in one way or another is the area of HR strategies practice.

3.4 Study Population

The population under study was constituted government staffs in BDC (heads of department and subordinates) politicians especially elected public leaders (ward councilors).

3.5 Sample Size

Since a well selected sample offer relevant data that are reliable, and representative, more size alone does not ensure representative of the sample. According to Adam and Kamuzora (2008) if the population members happen to have similar characteristic a small sample size can be employed, but if the element of the population are heterogeneous a large sample size has to be considered to increase the degree of representativeness of the population.

As per study population which constitutes heterogonous characteristics, to fulfill the requirement of the study the sample size were 150 respondents to be selected from

local government staff at the council, elected to after reliable information on the way they influence local government HR strategies at their council and the impact brought by the said strategies to community around.

Table 3.1: Sample Distribution

Category	Number of Respondents	%
Heads of departments and sectors	12	08
Other council staff	132	88
Ward councilors	06	04
TOTAL	150	100

Source: Field Data, 2014

3.6 Sampling Procedures/ Technique

This provided a range of methods that enabled to deduce the amount data to be collected, basing on the selected representative of the population rather than the whole. The following sampling techniques have been used in this study.

3.6.1 Stratified Random Sampling

Stratified random sampling is a sampling technique where by total population is divided into difference group or layer before selection of the preventative (Adam and Kamuzora, (2008). for the case of this study, the sample is to be drawn from the heterogeneous group, stratifying the populating into stratum and then the drawing manageable sample items from each stratum.

Since our sample size was 150 respondents proportional stratified sampling plan where the population is to be divided into three strata's, their respective sizes being, 08% constituted council's heed of departments and sections, 04% ward councilors.

And 88% other staff working within the council. The desired proportional sample may be obtained in the following manner.

Stratum i.	HODs and HOSs = (150) (0.8)	= 12 respondents
Stratum ii.	Other members of staff= (150) (0.88)	=132 respondents
Stratum iii.	Councilors (150) (0.04)	= 06 respondents
Total		=150 respondents

3.6.2 Purposive Sampling

Only those respondents who were able to deliver the required data were deliberately include in the sample. The rationale for using this method is due the nature of the study which demands collection of data from department and sections with involvement specialist experience and practical knowledge on HR strategies process.

3.7 Data Collection Methods/ Techniques

Basically the study was interested in collecting qualitative data. Both primary and secondary data were collected. The data collection methods to be used include, interview questionnaires, participants, observation, and documentary review/ analysis.

3.7.1 Primary Data Collection Methods

The following methods/ techniques were used by the researcher to collect primary data from the define sources.

3.7.1.1 Interview

Interview were conducted in order to collect additional information mainly

qualitative information which the questionnaires could otherwise not able to collect

An interview guide has been prepared in order to have consistency in asking questions. Both individual and panel interview will be conducted in order to get the full-fledged answer from different types of respondents.

The BDC staffs were interviewed to get their views on the challenges they face in the practice of HR strategies. The ward councilors will be interviewed on their roles and the effectiveness of the services officered by the council and whether the local communities are involved in strategies/ planning processes at their local level. The choice of personal interview. (Face - to - face) was to obtain factual data since it offer wider coverage. As shown in appendix 1 and 2.

3.7.1.2 Questionnaires

According to Sounder et.al (2007) questionnaire means a general term to include all technique of data collection in predetermined order. In this study, respondents were given open - ended and closed questions. This made the respondents be able to provide extra information freely using open - ended questionnaires. About 150 questionnaires were processed and distributed, guided by the researcher. Questions aimed at determining the understanding of the BDC staffs, and councilors, on the effectiveness of the council's HR strategies processes, particularly formulation, implementation and evaluations. As shown in appendix 3 and 4.

3.7.1.3 Focus Group Discussion

Focus group discussion is the small group made up of perhaps six to ten individual

with a certain common features or characteristic within whom a discussion can be focused into a given issue (Kothari, 2007). In this study therefore, group's discussion was employed to staff of the same departments and sections. The aim was to get more insight into the respondent's attitudes through his/ her productive ideas.

3.7.2 Secondary Data collection

Data were also collected from secondary sources. The purpose was to ensure that the researcher can effectively scrutinize information available from the council HR strategies documents and related council's information systems.

3.7.2.1 Documentary review sources.

Documentary analysis had been employed for detailed description. With documentary analysis it was anticipated that problems of subjective data would highly be reduced. The council's HR strategies documents complemented the data collected by indicating the consistency between what was documented and the real practice and effectiveness. It was expected that documentary review had to be used to serve time, and money to be spent also the analysis of the data be simplified.

3.8 Data Analysis Plan

To pave the way for smooth analysis, collected raw was processed. According to Kothari (2007) data processing implies editing coding, classification and tabulation of the collected data so that they are amenable to analysis. Data entry and analysis was done by using SPSS. Tables were used for data presentation.

Multivariate analysis, in particular regression analysis of data was used to establish

to relationship between the independent variable (HR strategies effectiveness) as a product of some independent variables, to find out to what extent there is positive or negative relationship between the variables. The analysis of data based on exclusively on respondent's answers, ie the BDC staffs and councilors. Data collected through observation were used to verify information collected from structured interview and documentary review during analysis.

CHAPTER FOUR

4.0 DATA FINDINGS, PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter gives a detailed account of presentation, analysis and typical discussion of the research finding of the study done in BDC on the effectiveness of the HR strategies for local government authorities in Tanzania. The presentation, analysis and discussion of the data collected in this area based on the research objectives that acted as the benchmark to the effective discussion. These effectiveness include; To analyze the strategic human resource management process undertaken in local government authorities, to examine factor influencing the implementation of human resource strategies in local government authorities, to assess the level of participation of council staff and other stakeholder in setting implementation and review of the human resource strategies in local government and to evaluate the impact of human resource strategies to the attainment of council overall goals (targets).

However, presentation, analysis and discussion will be based on the information obtained from the composition of the respondents in the proposed sample. That is the presentation and analysis of 144 respondents who are staffs of BDC will begin then information from 6 respondents who are BDC councilors will be presented and analyzed, followed by the discussion. This will be done for each objective.

4.2 Effectiveness of the Processes Involved in HR Strategies in the Local Government

It was the interest of the researcher to assess the effectiveness of the HR strategies

process in local government authorities in Tanzania as practiced in BDC to fulfill the demand of this objective, questionnaires and focus group discussion were deployed to attest the understanding of the staffs and HoDs as well as the councilors on their involvement and their views about the HR strategies process in BDC. In this study, the researcher begins by presenting and providing description of the information obtained from the council HoDs/ sections and other staffs.

Then, the other part will provide the description of the information obtained from the Councilors, where 6 of 21 councilors were supplied with questionnaires. About 144 staffs were provided with questionnaires and the following table 4.1 to 4.26, consecutively show results.

Table 4.1: Employee's Involvement

Variable	Frequency	Percent
Agree	17	11.8
Disagree	3	2.1
strongly agree	118	81.9
strongly disagree	2	1.4
Undecided	4	2.8
Total	144	100.0

Source: Field Data (2014)

Table 4.1 above, indicates that 81.9% of the respondents strongly agreed that employees involvement in the HR strategies process make the planning effective in BDC. 11.8% also agreed that employees need to be involved to insure that HR process is effective. This implies that the majority of the respondents are of the view that employees in BDC have to be involved in HR strategies process.

Table 4.2: HR Strategies Must Be Hidden and Remain Secret of the Top Management

Variable	Frequency	Percent
Agree	17	11.8
Disagree	118	81.9
strongly agree	3	2.1
strongly disagree	2	1.4
Undecided	4	2.8
Total	144	100.0

Source: Field Data, 2014

Table 4.2 above, show that 81.9% of the total respondents disagreed that strategies must be hidden and remain secret of the top management. They are of the view that, council strategies must be shared to all staff at all levels in the council. The assumption behind is that, a shared strategies enhance commitment of the councils staff in execution.

Table 4.3: External Government Auditor' Involvement during Strategy Evaluation

Variable	Frequency	Percent
Agree	75	52.1
Disagree	15	10.4
strongly agree	28	19.4
strongly disagree	21	14.6
Undecided	5	3.5
Total	144	100.0

Source: Field Data, 2014

From the above table 4.3, 71.5% agreed that involvement of the external government auditors during strategies evolution enhances BDCs HR strategies to be effective. Whereas, 25% disagreed on the same notion and 3.5% neither agreed nor disagreed.

Table 4.4: Government Bureaucracy Hinders Strategies Implementation in Local Government

Variable	Frequency	Percent
Agree	79	54.9
Disagree	14	9.7
strongly agree	36	25.0
strongly disagree	4	2.8
Undecided	11	7.6
Total	144	100.0

Source: Field Data, 2014

The result from the above table indicated that 79.9%, out of 144, respondents agreed that bureaucracy in the government hinders RH strategies implementation in the local government authorities. The rest of the respondents that is, 12.5% disagreed, and 7.6% were undecided. The concern here is that government bureaucracy is seen as the threat to effective HR strategies process.

Table 4.5: Integration of Human Resource Practices into Overall Council's Strategies

Variable	Frequency	Percent
Agree	39	27.1
strongly agree	87	60.4
Undecided	18	12.5
Total	144	100.0

Source: Field Data, 2014

In table 4.5 above, 60.4% of the respondents strongly agreed that human resource practices such as performance appraisal, training and development, work – life balance, recruitment and selection etc. must be integrated into the council's overall strategies 27.1% agreed, and 12.5% were undecided. It is from this proposition that

most employees in BDC need their interest be accommodated into the council strategies. This will promote effectiveness of the council's strategic plan.

Table 4.6: Interdepartmental Cooperation in the Formulating and Evaluating Council's HR Strategies

Variable	Frequency	Percent
Agree	37	25.7
strongly agree	99	68.8
Undecided	8	5.6
Total	144	100.0

Source: Field Data, 2014

The result from the above table 4.6, shows that 99 respondents that is 68.8% strongly agreed on the significance of interdepartmental cooperation in formulating, implementing and evaluating council's HR strategies 25.7% agreed, and 5.6% were undecided .This implies that if departments and sections in BDC are linked together and coordinated well, HR Strategies planning of the council will be successfully achieved. Also councilors were asked to rate the extent at which the BDC overall process of formulating, implementing and evaluating strategies are effective. Respondents were asked to rate whether very high, high, moderate or very low. The information obtained is presented in the table below

Table 4.7: Effectiveness of HR strategies process in BDC

Variable	Frequency	Percent
High	2	33.3
Moderate	4	66.7
Total	6	100.0

Source: Field Data, 2014

From the table 4.7 above, it was found that 33.3% which is 2 respondents out of the 6 councilors have rated high the effectiveness of the council overall process of HR strategies. Also 66.7% that is 4 respondents out of 6, reported that the effectiveness of HR strategies process is moderate. All six councilor were interviewed on whether the council has HR strategies or not, responded that the council has HR strategies.

The researcher was also interested to know if the councilors are involved in the planning process. The following was the information obtained as shown in table 4.8 below.

Table 4.8: Councilors Involved in HR strategies Process

Variable	Frequency	Percent
No	2	33.3
Yes	4	66.7
Total	6	100.0

Source: Field Data, 2014

The finding in the above table 4.8 shows that 66.7% of the respondents said that they are involved in HR strategies process where 33.3% which is only 2, respondents said that councilors are not involved in the HR strategies process.

4.3 Factors Influencing Implementation of HR Strategies

In studying the factors that influence implementation of HR strategies in local government authorities, the researcher concentrated on the variables that were seen to have an impact on strategies implantation. Different set of questions were supplied to BDC staffs and councilors. Starting with the BDC staffs, employees were asked to express their attitudes on the following variables as presented in the tables below:

4.3.1 Effective Resource Allocation

The researcher's interest was to know whether effective resource allocation can influence the implementation of the HR strategies in BDC table 4.9 below provide the description.

Table 4.9: Effectiveness Resource Allocation

Variable	Frequency	Percent
Agree	137	95.1
Disagree	7	4.9
Total	144	100.0

Source: Field Data, 2014

Respondents were asked to express their attitude on whether effective resource allocation influences strategies implementation their responses shows that 95.1% of respondents agreed that resource allocation is among the core factor during strategies execution in BDC. Another segment amounting to 4.9% disagreed with the concept that resources allocation is necessary for the implementation of the strategies.

Therefore, from the above views it has also been noted in BDC the planning, monitoring and statistics department in the financial year planned to spend Tanzania .Tshs 18,000,000 own source and 1,375,508,300 funds from central government and donors. However, the actual status of the funds disbursed to the department was 805,129,200 million out of 1,393,508,300 which was planned to be obtained from the own sources and central government and donors. The department report also indicated that, despite the availability of enough and competent employees, the department could not manage to perform its duties effectively.

This was distributed by lack of transport means, cars and motorbike, computers, and other office requirement. (BDC2012/2013 Budget Report March, 2013)

4.3.2 Stakeholders Involvement

The purpose of this question was also to get an understanding of whether there is a need for stakeholders to be involved during strategies implementation. Table below provides the following information;

Table 4.10: Stakeholder's Involvements

Variable	Frequency	Percent
Agree	132	91.7
Disagree	12	8.3
Total	144	100.0

Source: Field Data, 2014

In the above table 4.10, it was 91.7% of the respondents provide the view that, stakeholders need to be involved during strategies execution. The rest 8.3% had disagreed that, stakeholders not necessarily be involved in strategies implementation. It is obvious that, the majority of the respondents agreed that all stakeholders such as the community, staffs, and public leaders at all levels in the council should be involved for the effective implementation of the HR strategies in BDC

4.3.3 Break Relationship Between Politicians and Staff

The employees in BDC were asked whether breaking relations between political leaders such as councilors, legislators and other political leaders at the grass roots can significantly help the strategies of the council to be easily implemented The responses are as in the table 4.11:below

Table 4.11: Break Relationship between Politicians and Staff

Variable	Frequency	Percent
Agree	45	31.3
Disagree	99	68.8
Total	144	100.0

Source: Field Data, 2014

Out of 144 BDC staffs as shown in the above table 4.11, 31.9% agreed that the relationship between politicians and staffs be broken for the strategies to be implemented properly. They are of the view that, politicians do interfere technical aspects of management required in executing strategies. However, 68.8% disagreed on the notion that, relationship between politicians and staff be broken.

Since those who disagreed represent the majority of the respondents, they had a view that, strategies implementation is an integral part of both politicians and staffs in BDC.

4.3.4 Autonomy of the Council from Central Government Interference

The demand of the researches was to identify the perception of the BDC staffs on the relationship between the central government and the local government in Tanzania, BDC in particular. Table 4.12 bellow provides the results from respondents:

Table 4.12: Autonomy of the Council from Central Government Interference

Variable	Frequency	Percent
Agree	58	40.3
Disagree	86	59.7
Total	144	100.0

Source: Field Data, 2014

From the table 4.12 above, 40.3% of the respondents agreed that councils should be autonomous from interference by the central government in implementation of their HR strategies. Similarly, 59.7% that is 86 out of 144 Respondents disagreed on the autonomy of the council from central government inference during strategies implementation.

According to planning and budgeting Manual (2005) decentralization by devolution was considered as among the guidelines for planning local government in Tanzania. Decentralization policy of 1998 spelled out government objective of developing power, responsibilities and authorities to autonomous local authorities. For instance, financially, local governments are given discretionary powers to levy taxes and pass their own budget based on local priorities but within broad national priorities.

It is from this understanding that, the autonomy of the local government in relation to central government interference in strategy implementation is in question. For example, in the financial year 2011/2012, BDC proposed 19,569,181,956 for the implementation of various development projects. Up to February 2012, only 10,689,957,698 were disbursed from the central government and donors, which is equal to 54.6% of the goal. (Council budget Report, March 2012).

4.3.5 Established Annual Objective and Policies

The question required respondents to say if annual objectives and policies are crucial to strategies implementation. The information from the BDC staffs is presented as follow in table below:

Table 4.13: Importance of Annual Objectives and Policies

Variable	Frequency	Percent
Agree	113	78.5
Disagree	31	21.5
Total	144	100.0

Source: Field Data, 2014

In the table 4.13 above, 78.5% which is equal to 113 respondents, agreed that established annual objective and policies are significant for the implementation of the proposed councils strategies. On the other hand, 21.5% similar to 31 respondents are of the opinion that, established annual objectives and policies are not important factors for implementation of the HR strategies of the council.

In an interview conducted to 12 head of departments, and 30 staffs working in the council; to know if the council to have annual objectives and policies, all heads of departments responded yes and 63% equal to 19 respondents agreed that the council has annual objectives and policies, 23% equal to 7 respondents, said they don't know if the council has objectives and policies and 13.4% that is only 4 staff respondent that there is no established annual objective and policies in the council.

4.3.6 Linking Performance and Pay to Strategies

The researcher's interest was underscoring the respondents' attitudes on the need for the linkage of performance and pay strategies especially during the course of implementation of formulated HR strategies. The respondents provided their views as follows in table 4.14 below.

Table 4.14: Linking performance and pay to HR strategies

Variable	Frequency	Percent
Agree	123	85.4
Disagree	21	14.6
Total	144	100.0

Source: Field Data, 2014

It was noted that, 85.4% agreed that performance and pay have to be linked to strategies. Their view is that, if this is done; the council HR strategies will effectively be implemented. Another segment amounting to 14.6% Disagreed. This implies that most of the employees in BDC need better pay in recognition of their performance so that they can commit their effort during executing council HR strategies.

The reality of that is showing by the council budget which suggested that about 230 teachers should be upgraded for the budget of 2012/2013 but only 87 which is 37.8% were upgraded. In this situation it is directly that the employee should not be committed to perform their duties accordingly because of the notion that performance link with satisfactory of their recognition. (BDC budget 2012/2013)

4.3.7 Effective Management Of Staff Behavior

Staff behavior has been considered primary in any performance of an organization. These involve honesty and integrity, attendance, commitment, teamwork, and good human relation in a workplace. So it was the intention of the researcher to investigate if the management control of the staff behavior could be the driving factor for the performance of the HR strategies implementation. Table 4.15 below proves a clear description.

Table 4.15: Effective Management Control Of Council's Staff Behavior

Frequency	Percent	Valid Percent
Agree	120	83.3
Disagree	24	16.7
Total	144	100.0

Source: Field Data, 2014

In a table 4.15 above, it was found 83.3% that is 120 staffs agreed that staff has to be effectively controlled so that the council's HR strategies can be implemented in the best manner possible. The rest of the respondents amounting to 16.7% disagreed with the concept that effective management control of the staff behavior enhances the effective implementation of the HR strategies BDC.

In real sense any organization need to have management control mechanism of its resources both human and physical resource. Planned programmes cannot be properly handled, if resources are run haphazardly.

4.3.8 Periodic Monitoring During Strategy Implementation

The researcher's interest was to know if there is periodic monitoring of the HR Strategies during the course of implementation. Table 4.16 below elaborates:

Table 4.16: Periodic Monitoring During Strategies Implementation

Variable	Frequency	Percent
Agree	133	92.4
Disagree	11	7.6
Total	144	100.0

Source: Field Data, 2014

Respondents were asked express their attitudes on whether periodic monitoring during strategy implementation is necessary for the effective executive of the council HR strategies their responses were as follows; 92.4% equal to 133 staffs agreed that there is the need for periodic monitoring of the strategies during implementation, whereas 7.6% amounting to 11staffs disagreed with the notion of performing periodic monitoring in the course of executing strategies.

It is therefore clear that, for the strategies to be effectively implemented; monitoring and evaluation should be the continuous process to identify strategic threat and device opportunities where necessary. The response of 133 staffs, which is 92.4%, is a clear indication.

4.3.9 Central Government Support to Local Government

Respondent were asked to express their view as to the fact that central government support to local government enhances the implementation of the BDC strategies. Tables 4.17 below indicate the respondent's answers.

Table 4.17: Central Government Support to Local Government

Variable	Frequency	Percent
Agree	4	66.7
Disagree	1	16.7
strongly agree	1	16.7
Total	6	100.0

Source: Field Data, 2014

From the table 4.17 above, it has been found that 16.7% strongly agreed that central government support is crucial for local government to implement their HR strategies.

Those agreed were 66.7% of the respondents meanwhile 16.7% of the respondents disagreed. There were no respondents who were undecided or strongly disagreed. Therefore, from the above responses it seems that those respondents who strongly agreed and those who agreed were 83.4%. This is an indication that central government support is of great importance for the HR strategies.

4.3.10 Competent and Honest Personnel with Diverse Background

The intention of the researcher was to look whether presence of competent and honest personnel with diverse background can influence the implementation of the council HR strategies effectively. See the table 4.18 below for verification:

Table 4.18: Competent and Honest Personnel With Diverse Background

Variable	Frequency	Percent
Strongly agree	5	83.3
Agree	1	16.7
Total	6	100.0

Source: Field Data, 2014

Responses shown in table 4.18 above, indicate that 83.3% of the respondents strongly agreed that availability of competent and honest personnel with diverse background in BDC enhances the implementation of the HR strategies similarly, 33.3% agreed on the same perspective.

For this case since almost all respondents had the view that if the council managed to have competent and honest personnel with diverse background, it's easier for the formulated strategies to be perfectly executed. The researcher also observed that, in

implementing its programmes/ strategies suffers the problem of human resource (HR) capacity that is shortage of competent, qualified and enough HR, especially in the administration department in particular ward, mitaa and village level officers, urban planning department, trade and drives.(council Budget Report ,February,2013).The reason is that the government has centralized recruitment and selection even of the lower cadres to the commission Employment .

The HR strategies unit of any institution should be capacitated and staffed with competent HR responsible for coordinating planning process, drafting strategic plans /programmes and adjusting plans to actual budget allocations. The institutional ability to implement its HR strategies is determined, to a large extent, by its human resource capacity.

In researcher's observation it was founds that it was critical for BDC to effectively implement HR strategies process at the situation where the strategy requirements do not match to the ability of the council in terms of the HR required to draft and execute the formulated strategies.

4.3.11 Integrity of Council's Staff When Executing Strategies

Respondents were asked to indicate their attitude whether integrity of the council's staff enhances the proper implementation of the councils plans. All six respondents that are 100% showed that they have strongly agreed with the view. This indication that, because implementing strategies involves the use of funds and other resources, integrity is of great concern. Most of the projects implemented in local government

authorities have been found with abnormalities in term of standards that that is value for money. So, having employees who feel ownership of the strategies and commit their efforts toward the achievement is a critical phenomenon in local government.

4.3.12 Council's budget Must Reflect the Formulate HR Strategies

The concern of the researcher was to get proposition of the respondents on the need for the council budget to reflect the formulated HR strategies. All respondents that are 100% provided their responses in favor of the need for the council HR strategies to be reflected in the formulated budget as they strongly agreed. It was also observed that strategies/plans of the councils are reflected in the council's annual budget which is implemented by the departments and section.

In an interview conducted to the three staff working in the department of policy and planning, revealed that, it is the duty of heads of department to preset their budget to the council in favour of the strategic plans that were proposed by the management team and councilors. In this regard, it is evident that, for the successful implementation of the council's strategies, the council annual budget should rely on the formulated strategies/ programmes.

4.3.13 Capacity building to Councilors and Council Staff at All Level

The researcher asked the councilors whether it was necessary for the council to conduct capacity building programmer to councilors and council staff at all level. Respondents had provided their view as show in table 4.19 below.

Table 4.19: Capacity Building to Councilors and Council Staff at All Level

Variable	Frequency	Percent
Agree	4	66.7
strongly agree	2	33.3
Total	6	100.0

Source: Field Data, 2014

In table 4.19: above, the result indicates that, 33.3%strongly agreed on the notion that strategy implementation require councilors and staff should be offered capacity building regularly. The rest of the respondents amounting to 66.7% agreed on the same notion. This shows the need for a regular capacity building programmes particularly for the staffs that are expected to develop their expertise for better performance in implementing various council projects. Likewise councilors are needed to be provided with the capacity of effective monitoring of the project implemented. This will ensure quality of the projects implemented in line with the formulated strategies.

4.3.14 Involving police and PCCB

The researcher had an interest to know whether police and Prevention and Combating of Corruption Bureau [PCCB] are the necessary organs to be used in ensuring the council's strategies are effectively implemented. The responses are as presented in table 4.20: below.

Table 4.20: Involving Police and PCCB

Variable	Frequency	Percent
Agree	2	33.3
Disagree	2	33.3
strongly disagree	2	33.3
Total	6	100.0

Source: Field Data, 2014

In the table 4.20: above, 33.3%.of the respondents agreed that police and PCCB, have to be involved in strategy implementation, another segment that is 33.3% disagreed and 33.3%strongly disagreed .This indicates that most of the respondents did not recognize the contribution of the police and PCCB in implantation of strategies.

4.3.16 Threatening the Council Management Team

The researcher was very interested in investigating the relationship between the employees of BDC and councilors were positive or negative. Respondents provided their opinions as indicated in the table4. 21 below.

Table 4.21: Threatening the Council Management Team

Variable	Frequency	Percent
Agree	2	33.3
Disagree	1	16.7
strongly disagree	3	50.0
Total	6	100.0

Source: Field Data, 2014

As it is indicated in table 4.21 above; 33.3%of the respondents were of the view that, council management team in BDC have to threaten so that strategies implementation can be effective. Also, 16.7% disagreed, and 50% strongly disagreed of the same notion. Greater number of respondents was against the concept, and that they favour good terms and team work between the staffs and councilors. However, it's evident that in an organization where harmony prevails performance is also higher and rate of return is convincing hence promoting satisfaction to all stakeholders at all levels. For this case implementation of HR strategies is highly achieved.

4.4 Level of Participation of Council Staffs and Other Stake Holders

The researcher's interest was to look at whether council staffs and other stake holders are participated in HR strategies process in BDC. For successful HR strategies in any institution, involvement of all stakeholders brings a sense of ownership and hence strategies gain support from all stakeholders during implementation. The most critical phase at which strategies may be deemed to fail or succeed is during implementation. Questions were used to obtain respondents view as follows.

4.4.1 Council HR strategies is Participatory

Respondents were asked if the council HR strategy is participatory to all stakeholders. Since participation is considered a primary factor in any management of organization as well as effectiveness of HR strategies deeper study was conducted. Respondents' answers are as presented in table 4.22:

Table 4.22: Council HR Strategies is Participatory

Variable	Frequency	Percent
No	77	53.5
Yes	25	17.4
I don't know	42	29.2
Total	144	100.0

Source: Field Data, 2014

Responses from table 4.22 above indicate that 17.4% of the respondents agreed that staffs and stakeholder are participated in HR strategies in BDC also, 53.5% responded that stakeholders and staffs are not participated in HR strategies process in BDC.

From the finding above, it was noted by the researcher that staffs at lower levels are not involved in strategic process. Also stakeholders such as the Civil Society Organizations as well as Non-Governmental Organizations working in the council are not involved. In table 4.22 above, it seems that 82.6% of the respondents were of the view that there is lack of participation. It in this manner that even the implementation of the council project fail to realize the council short and long term goals.

4.4.2 Babati District Council has HR Strategies

Despite asking the respondents whether they were involved in planning process together with other stakeholders, the researcher had a doubt if really respondents were aware that BDC has strategic plans. To attest such understanding, questionnaires were used and tables 4.23 below provide description.

Table 4.23: Babati District Council has HR strategies

Variable	Frequency	Percent
I don't know	5	3.5
No	13	9.0
Yes	126	87.5
Total	144	100.0

Source: Field Data, 2014

Table 4.23 above indicates that, 87.5% of the respondents know that BDC has HR strategies. Another segment amounting to 9% said that BDC has no HR strategies whereas 3.5% were unaware if BDC has HR strategies. This is a reflection that, although BDC has HR strategies, the question remains, to what extent does the council involve its staffs and other stakeholders in HR process particularly

formulation and evaluation. It has been observed that, staffs at the lower level/ periphery offices are only engaged in implementation. It is from these bases that HR strategies in public sectors and local government in particular BDC could not realize the public demands and the national development goals and priorities

Also the researcher investigated the understanding of the councilors in BDC on the concept of participatory planning process. Questionnaires were applied to get respondents views on some of the element that represent stakeholders in planning process. The aim was to get respondents' attitudes on whether the listed stakeholders are necessary to be involved in strategic process. Table 4.24 provides description.

Table 4.24: Councilors View on Stakeholders' Involvement

Variable	Yes		No	
	Frequency	Percentage	Frequency	Percentage
Grassroots people involved in planning process	6	100.0		
CBOs,CSOs, and NGOs	6	100.0		
Donors	5	83.3	1	16
Council's staff at lower level	6	100.0		
Elected public leaders	6	100.0		

Source: Field Data 2014

From the above table 4.24, all six respondents equal to 100% in each agreed on the following aspects to be involved in council's HR strategies process these include grassroots people, CBOs,CSOs and NGOs, all council staffs at lower level and the elected public leaders. However, on the issue of involving donors, 83.3% of the respondents agreed while 16.7% did not agree.

The government through prime Minister's Office, Regional Administration and Local Government has provided planning and budgeting guidelines to local government authorities. Councils are required to enhance good governance through participatory planning. The preparation of HR strategies in council's level should involve village and Mitaa as corporate bodies within local government structure. That is bottom- up planning from village and Mitaa through Opportunities and Obstacles Development (O&OD) have to be brought together and integrated into one plan and budget of the particular council. According to government planning and budgeting Manual (2005) the preparation of strategic plans at council level should use information from the O and OD process.

However the emphasis of the government, still councils do not comply with the planning guidelines. It was observed that, BDC has very few and incompetent staffs to handle the whole planning process at village and Mitaa as well as ward level. Most of the village Executive officer, and ward executive officers are primary and certificate holders. They lack knowledge on planning concept, O and OD in particular. Also, the council has very few staffs in policy and planning department who could in one way or another handle the supervision of the planning process.

Learning alone, shortage of funds, the council has very few facilities needed to smoothly run the planning and budgeting process. It is evidence that, the performance of the BDC which depends on central government and donor about 86% of financial support to implement its HR strategies can remain to be below standard unless the council opts to have internal resources that can sustainably be available for the implementation of the local people's priorities.

4.5 Contribution of HR Strategies in Attaining Council Goals

The researcher's task here was to examine the way HR strategies contributes to the achievement of council goals. In some cases it may happen that, the council has set of goals to be achieved in one year or more but the strategies formulated does not reflect the goals already set. Questionnaires were used to obtain information. Findings are clearly elaborated as follow.

4.5.1 Department strategies are different from the Overall Council's Strategies

The rationale of the researcher was to know if in the council the department strategies are different from the overall council strategies. It is obvious that in any organization all activities should be well coordinated to ensure that there is any sort of interference. So, as per this understanding, respondents provided their view as expressed in table 4.25 below.

Table 4.25: Department Strategies Are Different from the Overall Council's Strategies

Variable	Frequency	Percent
No	115	79.9
I don't know	29	20.1
Total	144	100.0

Source: Field Data 2014

From the table 4.25: above seventy seven staffs that were 79.9% of the respondents indicated had a view that the department strategies in BDC are not different from the overall council's strategies. On the other hands 20.1% equal to 29 of the respondents do not know whether department strategies in BDC are different from or similar to the overall council strategies.

Therefore from the above findings, the researcher revealed that department strategies should not be different from the overall council strategies rather they are to accommodate the contents of the council's overall strategies. However, it was found that staffs at the lower level are not engaged in HR strategies process at the department level. This is indicated by the presence of the huge number of employees whom through focus group conducted showed that they are not informed about HR strategies and they were not aware if it was applicable in the council.

4.5.2 Council HR Strategies Help To Achieve Your Department and Overall Council Goals

Respondents were asked whether council HR strategies help to achieve their department and overall council goals. It was assumed that, if the goals of the department and council goals are likely to be accomplished had their views as shown in the table 4.26 below:

Table 4.26: Council HR Strategies Help to Achieve Your Department and Overall Council Goals

Variable	Frequency	Percent
Yes	77	53.5
No	25	17.4
I don't know	42	29.2
Total	144	100.0

Source: Field Data 2014

Table 4.26 above provide a description that, 53.5% of the respondents agreed that council HR strategies help to achieve their department and overall council goals. On the other hand, 17.4% did not agree and 29.2% do not know at all if the council HR

strategies help to achieve their department and overall council goals. The finding obtained from table 4.26 provide a reflection of lack of involvement of all staffs at all levels in HR strategies and also is an indication of lack of understanding on the concept of HR strategies it was also found that, council goals are not all achieved as it is stipulated in the BDC budget document that about 86% of the funds required for the implementation of the proposed projects are from the central government and donors. Council's capacity is still very low since funds mobilized from internal sources are not satisfactory.

Also the other category of respondents that is councilors was asked on the same notion. Because they are the representatives of the local people in the council meeting, it was expected to get their view in particular as they are also involved in discussing and Passing the councilor's budget, information obtained could be of great value in understanding of their roles, see table 4.27 below for more description:

Table 4.27: HR Strategies in Place Help to Achieve Council Goals

Variable	Frequency	Percent
Agree	4	66.7
Disagree	2	33.3
Total	6	100.0

Source: Field Data 2014

From table 4.27 above, it was found that 66.7% of the six councilors asked, respondents that strategies in place in BDC help to achieve council goals. The proportional of who said no was 33.3% equal to one respondent. This data indicate that, the achievement of the council is moderated the same as the views of the category of staff.

The finding occurs with that Teo and Rodwell (2007) who assert that, both roles are required in order for HR strategies to be viewed as effective in its strategic roles. This finding corroborates with recent study by Ulrich (2009). The author argued that for HR Strategies to be viewed effective as strategic and value adding to the strategic decision making process, it has to perform its administrative roles effectively with the link with other stakeholders, as part of HR's day-to-day operation roles. These support local government authorities to perform effectively and meet their goals.

According to Miller (2009), Building cooperation and consensus among and within diverse groups, helping them identify common goals of the council and act effectively to achieve them, recognizing interdependent relationships and multiple causes of community issues and anticipation the consequences of policy decision (requires knowledge of community actors and their interrelationships) .This show that the involvement of council stakeholders to the HR Strategies is very important for the council to achieve its goals effectively.

For the matter of the politician to cooperate with council staffs to work as a team to implement HR Strategies,. Eddie, D. (1983) suggested that, helping elected officials develop a policy agenda with the staff within particular council that can be implemented effectively and that serves the best interest of the community (requires knowledge of roles/authorities relationships between elected and appointed officials, skills in responsibly following the lead of others when appropriate, ability to communicate sound information and authorities).

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the study summary, conclusion and recommendations of the findings based on the four research objectives analyzed, presented and discussed in chapter four. The brief and concise explanation is provided about the study as follows.

5.2. Summary of the Study

The main propose of the study was to assess the effectiveness of the human resource strategies for local government organization in Tanzania with the case study of Babati District Council in Manyara Region. In an attempt to find out if human resource strategies were effective in local Government authorities, four objectives were established to provide the benchmark for the discussion. These include; To analyze the Strategic Human Resource Management processes undertaken in local government authorities. To examine factors influencing the implementation of human resource strategies in local government authorities. To assess the level of participation of council staffs and other stakeholders in setting implementation and review of the human resource strategies in local government authorities. To evaluate the impact of human resource strategies to the attainment of council overall goals (targets).

The study was guided by four theories mainly the best practice theory, the best fit theory, the configurationally and theory contingency theory. Basically bottom – up

approach was considered in describing mechanisms through which HR strategies is effected Babati District council and its effectiveness in responses to the public demands and council goals.

The study was mainly descriptive cross – sectional. It was conducted by collecting primary data from the council staffs and councilors using questioners, interviews and focus group discussions. Documentary review was used to gather information from the council documents in particular HR strategies document and council budget and financial statement documents. Information was obtained from a sample of 150 respondents, whereas 144 were from the categories of council staffs and 6 respondents from the category of councilors. Data was analyzed using the descriptive statistics through application of the Statistical Package for Social Sciences (SPSS).

The findings revealed that HR strategies local government authorities is guided by the national planning frameworks that describe directions and guidance to the public and private sectors on national priorities for socio – economic development. Planning and budgeting in local governments has its route from Tanzania Development Vision 2025,

Medium Term Plan, MKUKUTA/ Poverty Reduction Strategies Paper (PRSP) Sectors policies and Strategies, Decentralization by Devolution and Plan and Budget Guidelines.

Also HR strategies in BDC have been found affected by the extent to which the council can sustain itself financial, and the capacity of the local government staffs to

discharge their obligations competently. It was noted that the council's capacity to facilitate its proposed budget is only 14% whereas 86% of funds are from central government and donors (council financial report, March 2013). Despite the huge contribution of donors and central government, funds are not disbursed on time.

Major problem for effective implementation of 2012/2013 budget is delaying on release of development funds; up to the end of March 2012 funds release for development and other activities was Tshs,11,296,371,211.35 equal to 48% out of approved budget of Tshs,23848,573,183.50. This has led to the delay on implementation of planned activities and failure of effective HR strategies to the particular council.

Although the government has urged local government level planning process use a bottom – up methodology referred to as Opportunities and Obstacles for Development (O&OD) which forms the basis of planning at the village level. The village assembly should be the supreme authority on all matters of policy making at the village level. Village plans must be prepared by the village assembly and coordinated by village council with support from a ward facilitator. The ward plan should also consolidate all priorities from villages and Mitaa as well as from the ward which then are forwarded to the council for the preparation of council's medium terms strategic plans. This makes the local governments' HR process highly participatory. Moreover, observation has proved that, participation of the staffs in lower lever office particularly offices that are periphery from the council office is very minimal. Although O and OD, has been mentioned to be one of the tool for the HR strategies in local government, the involvement of the grass roots people has

proved great failure leading to the reluctance of the local people at the village and mitaa to contribute in the implementation of projects proposed at council level.

In reality, the multiple level at which the plan can be amended as the Medium Term Expenditure Framework (MTEF) goes in BDC through the HR strategies and resource allocation process means that often the final plan to which resources are allocated does not reflect the priorities that were originally set at the village level. The existence of the large number of employees in BDC who are not aware of the HR strategies had adversely hindered the implementation of the council HR strategies. The finding provided an understanding that, there was a sense of centralization of HR strategies to the department and sections. If employees at all levels are not properly informed on the contents of the council HR strategies, it is inevitable for the council to achieve its goals effectively.

Vast number of employees was unaware of the council vision and mission. In an interview conducted, it was found that even councilors were not informed of the same. This means the performance of some staffs was directionless. This required the council to have an initiative of ensuring that the vision and mission of the council are posted openly so that all stakeholders are committed toward achieving them.

5.3 Conclusion

Therefore in assessing the effectiveness of HR strategies for local government authorities in Tanzania, the researcher observed that for the HR strategies to be

effective in local government there should be the framework for capacity buildings in terms of financial capacity and human resource capacity. Basically the problem of HR availability in terms of their competency has been seen to be very crucial for the implementation of the HR strategies in local government. Also management system that encourages participation is highly required to be in practice so that all stakeholders feel proud of being recognized of their contribution in the council performance.

It should be understood that, not all councils are on the same level of executing the proposed HR process. Since not having plans disqualifies the council from accessing the grants and developments projects from the donors. It is important to plan in participatory manner, involving communities and leaders together. But with the holistic management, councils can in some aspects proper to effect HR strategies when community is involved. There is the need also to engage CBOs, CSOs, and NGOs, working in the council so the pull of each actor can enhance the implementation of the HR strategies. Thus organization management and councilors have to establish a well-coordinated management control systems that can ensure better information and resource sustainability. It should be noted that strategies formulated but not implementation serve any useful purpose.

5.4 Recommendations

In light of the findings, study summary and conclusion, the following recommendations are significant for any council to have effective and successful HR strategies that enhances organization performance:

5.4.1 Recommendations for Action

The government has to make reform on its employment regulations and standards. That is, instead of continuing to be the best employer that retains staffs despite of their incompetency's through permanent and pensionable contract of service, there has to be a transformation to ensure that only committed and competent employees who adds value to organization through management of the HR strategies effectively are retained and developed.

Also, local governments should be given enough autonomy to plan and execute their programmes in a manner that the involved stakeholders perceive the projects sustainable for the prosperity of the people and the government in general. For example recruitment and selection of the personnel in the local government for some cadres should not wait for the central government mandate.

Regular monitoring and evaluation should be conducted in the whole process of HR strategies, this might help an organization discovers opportunity and threats. Participatory management has to be applied in local government authorities in Tanzania. An example is planning and budget that has to involve all stakeholders including employees, elected public, leaders, and the community. Councils should develop strategy – supportive culture, creating an effective organizational structure, preparing budgets, developing and utilizing information systems, and linking employee compensation to organizational performance. This means employees throughout an organization have to be stimulated to work with pride and enthusiasm toward achieving stated council objectives.

5.4.2 Recommendations for Further Studies

The study covered only local government in Tanzania in the way they practice HR strategies to perform their administrative and service provision to the public, hence another study need to be conducted to compare the applicability of HR strategies between one local government authorities and another in Tanzania.

The study concentrated on general factors that influence the achievements of HR strategies in Tanzania. However, more study can be handled to discover if politics – administrations dichotomy can be for the failure or success of HR strategies in public sector. There are also a lot of aspects that have not been covered in relation to the management of local government authorities in Tanzania. So, it is the view of the researcher that more study be devoted to underscore the performance of local government in Tanzania in comparison to other developed countries.

5.5 Limitations of the Study

Despite the crucial findings of this study, there were some difficulties that acted as challenges in accomplishing this work. The study used both primary and secondary data. However, the access to crucial information was highly limited by the institutional structure and willingness of the respondents to respond or not. Moreover, lack of knowledge on HR strategies to most of the local government staffs and councilors in BDC had an implication on the availability of reliable information. All these made the principle researcher to spend a lot of time elaborating the intention and usefulness of the study, but again they responded with minimal response rate.

Scope of the study covered the employees and the councilors of BDC only due to time limit and resources employed in undertaking the study. Otherwise the study could not be limited in generalization if it could at least cover more than one council since not all councils in Tanzania have similar level of dependence from the central government although they practice the uniform process of HR strategies (under the guidance of the central government).

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APPENDICES

APPENDIX 1: Interview Guide for Babati Distric Council Head of Departments, Sections and Staffs

1. Are you well informed with the BDC vision, mission and core values?
2. Do the council's HR strategies reflect the developed vision, mission and core values?
3. How does the council finance its HR Strategies?
4. In your view what would happen if the departments and council's strategies are formalized?
5. What are the factors necessary for the effective implementation of the BDC HR Strategies?
6. Are the council's internal and external resources considered in devising the strategies?
7. How often does the council conduct HR strategies auditing?
8. Are the HR Strategies auditing done internally (internal auditing), from outside (external auditing) or both internal and external auditing?
9. Why does the council opt for such form of auditing?
10. Are BDC employees in the different level participated in formulation, implementation and evaluation of the strategies?
11. Are the HR practices in BDC integrating into the overall council's strategies plans?
12. What are the limitations of conducting HR Strategies process in BDC?
13. Are there any benefits for the BDC to conduct HR Strategies?

APPENDIX 2: Interview Guide For Babati Distric Council- Ward Councilors

1. Are you aware of the council HR strategies that are in place now?
2. Are the councilors usually involved in HR strategies process at your council?
3. What is your role in HR strategies process as the ward councilors?
4. Are the grass roots leaders such as village chairperson and the community involved in formulating implementing and evaluating council's strategies?
5. What do you think should the council do to foster the implementation of its HR strategies effective?
6. Is the relationship between councilors (local government leaders) and BDC staffs positive or negative?
7. What is the contribution of the community to the strategy implementation?
8. Do the councilors and BDC management have regular (retreats) to discuss and update the council strategies.
9. Are the initiated project during budgeting successfully achieved?
10. In your view has HR strategies helped the council to achieve its goals?
11. What are your comment on the relationship between central government and BDC in relation to HR strategies formulation implementation and evaluation?

**APPENDIX 3: Questionnaires for Head of Department Heads of Sections and
Other Staffs In Babati District Council**

SECTION A: General Information

Please put (v) where appropriate.

1. Your age _____ years
2. Education level:(please indicate one)

Primary	O- level	Certificate	A-level	Ordinary Diploma	University

3. In which department are you working? _____ (Please mention)
4. In your department are you (a) Head of department () (b) Head of section ()
(c) Technical staff ()
5. During your recruitment and selection was the whole process fair? (a) Yes ()
(b) No () (c) I don't know ()
6. Work experience:

0 – 5 years	6-10 years	11 -15 year	16 and above

SECTION B: The Knowledge on Strategic Planning

1. Does BDC has HR strategies? YES () No ()
If the answer is YES
Who formulate _____
Who implement _____
Who evaluate _____
2. Of the following; which HR strategies are mostly practiced in BDC to its staffs?
a) Recruitment and selection of high-quality people with innovative skills ()

- b) Provide financial incentives and rewards and recognition to BDC employees ()
- c) Matching HR policies and practices to the council strategy ()
- d) Endorse HR-department with enough resources to accommodate HR needs ()
- e) Regular top management communication with staffs and giving staffs wide involvement and participation ()
- f) Periodic training and development for staffs to respond to technical demand ()
3. To what extent are you satisfied with the council's overall process of Formulating, implementing and evaluating its strategies?
- (a) Very high ()
- (b) High ()
- (c) Moderate ()
- (d) Very low ()
4. Suggest the proper way you think HR strategies might be effective in your council.

	Strongly Disagree	Disagree	Undecided	Agree	Strongly agree
Employees at all levels be involved					
HR Strategies must be hidden and remain secrete of the top of management.					
More involvement of external government auditors in review and evaluation of the council HR Strategies.					
Bureaucratic nature in government and BDC hinders efficiency and effective implementation of the council's HR strategies					

Efficient utilization of human resources through workforce flexibility and the widespread use of teams.					
Human resource practice such as performance appraisal, training and development, work life balance, recruitment and selection etc. must integrated into the overall council's strategies.					
Interdepartmental cooperation in the formulating, implementing and evaluating council's HR Strategies					

5. Among the following factors which ones are you satisfied are core to implementation of the HR strategies in your council's? Put (V) beside option below:

- a) Effective resource allocation ()
- b) Stakeholder involvement ()
- c) Break relation between politicians and local government staff ()
- d) Councils autonomy from interference by the central government ()
- e) Established annual objective policies ()
- f) Linking performance and pay to HR strategies ()
- g) Effective management control of council's staff behavior ()

h) Periodic monitoring review of the formulated strategies during implementation ()

6. Are your department/section HR strategies different from the overall council's HR strategies?

Yes () No () if yes why is it so?

7. Do the HR strategies in place, helped to achieve your department/section and overall council's goals?

Yes () No ()

8. If the answer is NO what do you suggest to be done .

- (i)
- (ii)
- (iii)

**APPENDEX 4: Questionnaires for the Ward Councilors of Babati District
Council**

SECTION A: General Information

Please put (√) where appropriate

1. Gender:- Male () female ()
2. Your _____ years
3. Education level (please indicate one)

Primary	O – level	A – level	Diploma	University

4. in which ward are you serving_____ (please mention)
5. For how long have you served for a post? _____ (choose one)
 - (a) A first term now ()
 - (b) The second term ()
 - (c) Third term and above ()

SECTION B: Knowledge on Planning Process

1. Does your council have HR strategies Yes () No ()

If the answer is yes are your councilors involved in planning process? () NO ()
2. To what extent BDC overall process of formulating, implementation, and evaluating its strategies are effective. (choose one)
 - (a) Very high ()
 - (b) High ()

(c) Moderate ()

(d) Very low ()

3. Participatory HR strategies enhance commitment and sense of ownership to all stakeholders.

Put a (v) beside aspect you think must be involved in the HR Strategies process.

(a) Grassroots people ()

(b) CBOs,CSOs and NGOs ()

(c) Donors ()

(d) Council staff ()

(e) Elected public leaders ()

(f) Any other () (specify please)

4. Does the council have the short term and long term HR Strategies goals?

5. Does the council involving police and PCCB in implementation of strategies?

(a) Agree ()

(b) Disagree ()

(c) Strongly disagree ()

6. If no, what do you think should be done to ensure council's goals are successfully attained?

7. Suggest the proper way you think HR strategies might be effective in your council.

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
Effectiveness of HR strategies process in BDC.					
Central government support to local government.					
Competent and honest personnel with diverse background.					
Capacity building to councilor and council staff at all level.					
HR strategies in place help to achieve council goals.					
Threatening the council management team					