

**EFFECTIVENESS OF OUTSOURCING OF SECURITY
SERVICE AT TANZANIA FISHERIES RESEARCH INSTITUTE,
DAR ES SALAAM**

**EFFECTIVENESS OF OUTSOURCING OF SECURITY
SERVICE AT TANZANIA FISHERIES RESEARCH INSTITUTE,
DAR ES SALAAM**

By

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**A Dissertation Submitted to the School of Public Administration and
Managemet in Partial Fulfillment of the Requirements for the Award of the
Degree of Master of Science in Human Resource Management (Msc.HRM) of
Mzumbe University**

2016

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by Mzumbe University, a dissertation entitled **Effectiveness of Outsourcing of Security Service at Tanzania Fisheries Research Institute, Dar es Salaam**, in partial fulfillment of the requirements for award of the degree of Master of Science in Human Resource Management of Mzumbe University

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I, Jackson Emmanuel Payowela, 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

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DEDICATION

To my lovely son Jackson J. Payowela, you have been my special inspiration in whatever I do.

LIST OF ABBREVIATIONS AND ACRONYMS

CSRP	Civil Service Reform Programme
EU	European Union
GPSA	Government Procurement Services Agency
HR	Human Resource
HRM	Human Resource Management
IIA	The Institute of Internal Auditors
LGA	Local Government Authority
Ltd	Limited
MDA	Ministries, Departments and Agencies
Msc	Master of Science
MSC	Management Standards Checklist
MU	Mzumbe University
NO	Number
NPM	New Public Management
OSAC	Overseas Security Advisory Council
Phd	Philosophical Doctor
PO PP	President's Office, Public Planning
PO PSM	President's Office, Public Service Management
PPA	Public Procurement Act
PPP	Public-Private Partnership

PSO	Public Sector Organisation
PSP	Private Sector Participation
PSRP	Public Service Reform Programme
RAAWU	Research, Academicians and Allied Workers Union
Reg	Registration
RS	Regional Secretariat
SAP	Structural Adjustment Programme
S/NO	Serial Number
SPSS	Statistical Package for Social Science
TAFIRI	Tanzania Fisheries Research Institute
TANU	Tanganyika African National Union
TZS	Tanzania Shillings
UCLAS	University College of Lands and Architectural Studies
URT	United Republic of Tanzania
US	United States
USA	United States of America
USAID	United States Aid

ABSTRACT

This study titled **Effectiveness of Outsourcing of Security Service at Tanzania Fisheries Research Institute (TAFIRI), Dar es Salaam** was conducted to determine whether outsourcing of security service at Public Service Organisations (PSOs) has been effective. The rationale for undertaking of this study was due to Public Service Reform Programme Phase II (2007-2012) which among other things, proposed the initiative of outsourcing of noncore services like security by PSOs. This initiative was proposed specifically for cost reduction and improvement in service delivery (URT, 2009).

The objectives of this study were to determine whether TAFIRI-Dar es Salaam adheres to important criteria in selecting the vendor when outsourcing security service, to determine whether outsourcing has led to improvement of security service at TAFIRI-Dar es Salaam, to determine whether outsourcing has led to reduction of total security related cost at TAFIRI-Dar es Salaam and to determine the challenges associated with outsourcing of security service at TAFIRI-Dar es Salaam.

The study was a case study design whereby TAFIRI-Dar es Salaam was selected as a case study. Data were collected by questionnaire, interview, observation and documentary review. The sample size was 32 respondents who included 22 TAFIRI-Dar es Salaam employees, 5 members of TAFIRI-Dar es Salaam Management Team, 4 security guards of the outsourced company, and 1 supervisor of security guards.

The study revealed that outsourcing of security service at TAFIRI-Dar es Salaam is effective as there is adherence to important criteria when selecting the vendor; there is improvement in security service; and there is reduction of total security related cost. Despite effectiveness, there are several challenges associated with outsourcing of security services like late payment of fees charged, breach of contractual terms, lower salaries paid to security guards and poor facilities.

Therefore, management of TAFIRI-Dar es Salaam should strive to reduce such challenges so that outsourcing of security service can be more effective.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter is an introductory part of the study. Its constituent parts are background of the study, statement of the problem, objectives of the study, research questions, significance of the study, scope and delimitation of the study, limitations of the study, organisation of work, and definition of terms.

1.1 Background of the study

Most states around the world have been undergoing a variety of reforms with different initiatives in their public sector organisations (PSOs) so as to promote efficiency and cost effectiveness in delivery of public services (Njunwa, 2005). Despite divergence in administrative cultures, political realities and priorities, the reforms have a certain level of similarity. This similarity can be witnessed in the prevalence of a common governing philosophy that has underlied most of the recent reforms which is the New Public Management (NPM). Hood (1991) argues that different states in the world underwent different reforms under NPM. These reforms were given different names in different states. For example, the reforms were known as National Performance Review in USA, Public Sector Reforms in Commonwealth Secretariat, and Civil Service Reforms in World Bank. The NPM became famous in the 1990s and insisted the redefinition of the size, scope and role of the state in society and its relationship with the market together with reforms for improving competence of PSOs (Pollitt & Bouckaert, 2004). NPM supported effectiveness and efficiency in delivery of public services at large.

In the past two decades most of African states undertook broad public reforms programmes under assistance of international institutions (Willis & Onen, 2008). Rufunyo (2013) as quoted from ECA (2003) argued that most of these reforms were initiated as a part of implementation of Structural Adjustment Programmes (SAPs) of the World Bank. However, most of the recent reforms influenced by NPM have been

brought about by a mixture of social, economic, and political forces which have necessitated a search for efficiency and cost effectiveness in public service delivery.

In Tanzania since attainment of Independence there is a number of reforms that have been carried out so as to cater for citizens' needs at a particular time. Moreover, such reforms were intended to ensure quality, efficiency, and effectiveness in delivery of public services.

In the period between 1961 and 1966 the state opted for a nationalistic approach whereby all major means of the economy were nationalised. Also, there was removal of colonial legacy in administrative system. Moreover, the army was politicized and the state was declared as one party state under TANU since 1965 (Mushi, 2000).

In the period between 1967 and 1980s Tanzania adopted Arusha Declaration whose major thrust was 'Ujamaa' and self-reliance. It was in this time when Tanzania witnessed a tremendous expansion of the role of the state in all fields of economy. Private enterprises were nationalised and also the new ones were created under the state. These state owned enterprises were taken as the catalyst of the economic growth (Graham & Richard, 1999)

In the 1980s Tanzania faced a severe hardship in its economy attributed by Kagera war and weakness emerged as the results of break away from old socialist model. The government of URT attempted to address the situation by redefining the state limits in the economy and offer a greater chance to the private sector and third sector institutions. However these measures lacked implementation mechanism (Graham & Richard, 1999).

In the period between 1991 and 1999 the government of URT adopted the Civil Service Reform Programme (CSRP). This programme had a major thrust of cost reduction and restructuring of the government (Bana, 2009). The programme was under the support of several states and agencies like Netherlands, Switzerland, European Union (EU) and United States Aid (USAID) (Graham & Richard, 1999).

During this programme thousands of public servants lost their jobs as the results of massive retrenchment.

The end of CSRP led to the introduction of Public Service Reform Programme (PSRP) in 2000. It was during this programme when outsourcing as a philosophy in PSOs started. This programme has been implemented in three phases including the first phase (2000 to 2007), the second phase (2007 to 2012) and the third phase (2012 to date). The major aim of this programme was to improve public service delivery (Bana, 2009). In order to achieve the same different strategies were adopted. One among these strategies was outsourcing of noncore services like security, cleanliness, and human resource services like staff training. This initiative was proposed in phase two of the PSRP specifically for cost saving and improvement in service delivery.(URT, 2011). Since the initiation of this initiative the government of URT ordered Public Service Organisations (PSOs) which constitute Ministries, Departments and Agencies (MDAs), Regional Secretariats (RS') and Local Government Authorities (LGAs) to start its implementation. Majority of PSOs have been outsourcing some or all of its noncore services.

Since the start of outsourcing of noncore services particularly after the initiation of PSRP II in 2007 very few studies have been conducted specifically in the field of security services. This study looks into the effectiveness of outsourcing of security services in Public Sector: A case study of Tanzania Fisheries Research Institute, Dar es Salaam (TAFIRI – Dar es Salaam).

1.2 Statement of the problem

In Tanzania, outsourcing of services to private sector in public service is taken as a part of Public-Private Partnership (PPP) or Private Sector Participation (PSP), which is a strategy opted for by the URT since the mid of the 1980s for a number of reasons, including improved accessibility, variety, reliability, transparency and accountability of services (Pinda, 2009). Although outsourcing started earlier, it was officially proposed by the government of URT in the Second Phase of PSRP (2007-2012) as an initiative to be implemented by PSOs, specifically for efficiency in

service delivery and cost effectiveness (URT, 2005; 2011). Since then, PSOs started to outsource a part or all of their non-core services.

TAFIRI – Dar es Salaam is one of the PSOs which started implementation of this initiative whereby it outsourced security service since 2011. In the course of its implementation, TAFIRI – Dar es Salaam has been facing various problems like persistence of the incidents of theft and failure to meet the costs related to payments of the outsourced companies as indicated in its quarterly and annual progress reports. This poses a doubt on the effectiveness of this strategy in meeting the objectives of its initiation and therefore creating the need to conduct a study on the effectiveness of outsourcing on PSOs using TAFIRI – Dar es Salaam as a case study.

1.3 Objectives of the study

1.3.1 Main objective

The main objective of the study was to investigate on the effectiveness of outsourcing of security service at TAFIRI – Dar es Salaam.

1.3.2 Specific objectives

Specifically the study intended:-

- i. To determine whether TAFIRI – Dar es Salaam adheres to the important criteria in selecting the vendor when outsourcing security service,
- ii. To determine whether outsourcing has led to improvement in security service at TAFIRI – Dar es Salaam,
- iii. To determine whether outsourcing of security service has led to reduction in total cost associated with security at TAFIRI – Dar es Salaam, and
- iv. To investigate the challenges associated with outsourcing of security service at TAFIRI – Dar es Salaam.

1.4 Research questions

- i. Does TAFIRI – Dar es Salaam adhere to the important criteria in selecting the vendor when outsourcing security service?
- ii. Has outsourcing of security service led to improvement in security service at TAFIRI – Dar es Salaam?
- iii. Has outsourcing of security service led to reduction of total cost associated with security at TAFIRI – Dar es Salaam?
- iv. What are the challenges facing TAFIRI – Dar es Salaam as the result of outsourcing of security service?

1.5 Significance of the study

The researcher is hopeful that the study will help in the fulfillment of the partial requirement for the award of the Master Degree of Science in Human Resource Management of Mzumbe University. As the master's student of Mzumbe University the programme structure required the researcher to undertake the study and provide the report to the responsible authority so as to be eligible for the graduation. Also as an academic work the study will provide information that might be used by other students as the point of reference in their related studies or by researchers who will be dealing with the related problems. In addition, the conclusion drawn from this study will act as the vital addition to the existing literature on outsourcing of security services in PSOs in Tanzania. Moreover, the findings of the study may help TAFIRI – Dar es Salaam management to get insight on the effectiveness and challenges facing outsourcing of security service at TAFIRI-Dar es Salaam and therefore being in position to make improvements. Lastly, the findings of the study may act as the point of comparison between the new system of outsourcing of security services in public sector and the old one whereby the full time employed in-house security guards were used. The result of this comparison can act as the basis for decision making at TAFIRI-Dar es Salaam or any other PSO.

1.6 Scope of the study

The study focused on the effectiveness of outsourcing of security service at TAFIRI – Dar es Salaam. In its focus it was intended to determine on whether TAFIRI – Dar es Salaam adhere to the important criteria when selecting the security vendor, whether outsourcing of security services has led to improvement in security service, and whether outsourcing has led to reduction of total cost associated with security, and the challenges facing TAFIRI – Dar es Salaam as the result of outsourcing of security service. The study was conducted at TAFIRI – Dar es Salaam. It included all employees in managerial and non-managerial cadres. Also the study included security officers from outsourced company and their supervisors. The study did not include employees who were in long term leaves like study or sabbatical leave. TAFIRI – Dar es Salaam was used as the case study as it is one of the PSOs which have already started implementing outsourcing of non-core services particularly security services since September, 2011. Also, TAFIRI – Dar es Salaam was reported to face challenges associated with outsourcing of security service. The study was expected to take about eight months from July 2015 up to March 2016. The methods used for data collection were primary methods including questionnaire, interview and observation and secondary method which was documentary review. Primary methods were used for collecting primary data directly from the field while documentary review was used for collecting recorded data or information.

1.7 Limitations of the study

During data collection some respondents failed to understand some of the questions provided in questionnaire. The researcher dealt with this problem by being around during the whole period of filling questionnaire so as to be in position to make clarification when needed. Also, some of the respondents especially security guards of the outsourced company became fearful and suspicious to fill questionnaire. The researcher dealt with this problem by ensuring the respondents that their response would be anonymous and the findings from the study would mainly be used for academic purpose only

1.8 Definition of key terms

i. Public Service

Gabriel (1987) defined public service as any service enjoyed by the public and is provided either publicly or privately.

ii. Outsourcing

Athaswapa (2013) defined outsourcing as the process whereby a firm transfer its core or non-core activities to another firm that is the specialist and able to perform them with more efficiency. The activities which are normally outsourced are non-core like recruitment, training and development, statutory records maintenance, payroll preparation, benefits administration, and the like.

iii. Security

According to Wehmeier (2005) 'security' means the situation whereby a state or organisation is safe from criminal activities like theft and terrorism. For the matter of this study security means protection of organisation properties against thefts or damage by criminals.

iv. Service

Wehmeier (2005) has defined the term 'service' as a process of serving, or a system responsible for supplying public need like transport, or utilities like electricity and water. Therefore, for the matter of this study security services refers to the activities geared towards ensuring security of organisation's properties against the incidents of theft or damage by criminals.

v. Public Sector Organisation

Dube and Danescu (2011) Public Sector organisation refers to governments and all publicly controlled or publicly funded agencies, enterprises, and other entities that deliver public programs, goods, or services.

1.9 Organisation of dissertation

This dissertation consists of six chapters. Chapter one is Introduction. This chapter provides important introductory information on the study. It consists of background of the study, statement of the problem, objectives of the study, research questions, scope of the study, significance of the study, rationale of the study, organisation of work, and definitions of important terms. Chapter two is Literature Review. This chapter provides theoretical and empirical information from different sources on the study problem. It consists of theoretical literature review, empirical literature review, and conceptual framework. Chapter three is Methodology. This chapter consists of the methodology that was employed in this study together with its justification. It consists of research design, study area, study population, sample and sampling techniques, data collection methods, and data analysis methods. Chapter four is Presentation of Findings. This chapter consists of presentation of the findings resulted from analysis of the data collected from the field in relation with the study objectives. Chapter five is Discussion of Findings.

This chapter consists of the discussion of research findings in relation to both research questions and existing knowledge. Chapter six is Summary, Conclusion, and Recommendations. This chapter consists of summary of the study, conclusion which states in general the state of affairs regarding the study problem, and recommendations which go hand in hand with suggestions for further studies.

1.10 Chapter summary

The chapter consists of background of the study, statement of the problem, research objectives, research questions, significance of the study, scope of the study, limitation of the study, definition of key terms, and organisation of dissertation. According to the chapter the main objective of the study was investigate on the effectiveness of outsourcing of security service at TAFIRI – Dar es Salaam. The specific objectives were to determine whether TAFIRI – Dar es Salaam adheres to the important criteria in selecting the vendor when outsourcing security service, to determine whether outsourcing has led to improvement in security service at TAFIRI

– Dar es Salaam, to determine whether outsourcing of security service has led to reduction in total cost associated with security at TAFIRI – Dar es Salaam, and to investigate the challenges associated with outsourcing of security service at TAFIRI – Dar es Salaam. The report of this study will act as partial fulfillment of the requirement for the Master of Science in Human Resources of Mzumbe University. Also, the study will be used as point of reference by other students. Moreover, the study will help TAFIRI-Dar es Salaam to understand the challenges facing outsourcing of security service. Lastly, it will act as the point of reference between the old in-house security service system and the new outsourced security service system and therefore facilitating decision making.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter consists of the following parts; theoretical literature review, empirical literature review, synthesis of empirical literature review, and conceptual framework of the study. The main aim of this chapter is to compare with other researches that were done by other scholars, to identify gaps left by other scholars and exhaust literature of different authors in order to make the topic understandable by the researcher and readers.

2.1 Theoretical literature review

2.1.1 Meaning of outsourcing

The word ‘outsourcing’ has been defined differently by different scholars. The synonym of this word is ‘subcontracting’. Aswathappa (2013) has defined outsourcing as the process by which employers transfer their regular or peripheral work to another organisation that specialises in that work and can perform it more proficiently. The activities that are normally outsourced are non-core which includes employee hiring, training and development, payroll preparation, benefits administration, statutory records maintenance, and the like.

Byars and Rue (2008) define outsourcing as the process of transferring an activity to another company that specialises in that particular kind of activity. They provide that activities which are generally outsourced are human resource services including retirement plan administration, payroll, training, and management development programmes. They further provide that companies outsource for more efficiency and cost reduction.

Armstrong (2009) explains that the company should internally produce only those goods or services that directly contribute to, or assist to keep its competitive advantage. He further explains that human resource function has the tendency to outsource part of its activities to agencies or companies that act as service providers

in such fields as training, hiring, executive search, occupational health and safety services, employee welfare and counseling activities, payroll administration and legal advisory services. Armstrong reveals that human resource functions are liable for other sundry activities such as catering, car fleet management and security because there is no position else to fit them and may also be outsourced to other firms.

Generally, through looking upon the explanations provided by different scholars on the meaning of the term 'outsourcing' one can depict that outsourcing refers to an agreement whereby one firm provides services for another firm that could also be or normally have been produced internally. The services that are normally outsourced are non-core services like training, hiring, occupational health and safety, employee welfare and counseling, payroll administration, legal administration, information and communication technology, benefits administration, statutory records, cleanliness, catering, security services and the like. The main motive behind outsourcing are cost effectiveness and proficiency in provision of both core and non-core services.

2.1.2 Reasons for outsourcing

Each organisation has the reason for adopting outsourcing of a part or all of its services particularly non-core services.

Athaswappa (2013) argues that outsourcing is brought about by downsizing, fast growth or decline of business, globalization, growing competition and restructuring.

Byars and Rue (2008) explain that one among the reasons for outsourcing is cost economy. Cost economy occurs due to the fact that the outsourced firm may not provide its employees with benefits as attractive as those the outsourcing firm provides. Another reason for outsourcing is to give the outsourcing firm more focus to its core activities.

URT (2011) explains that the main reasons for outsourcing are efficiency and cost saving.

Generally, through close examination of the reasons provided by different scholars, one can conclude that the main reasons for outsourcing is to re-structure the organisation for cost reduction and more efficiency in provision of organisation's services.

2.1.3 Advantages of outsourcing

Organisations practice outsourcing so as to enjoy numerous advantages that can be obtained out of it. Flatworld solution Pvt. Ltd (2015) has provided the following advantages:

i. Speed and expertise

Normally, activities are outsourced to firms which specialise in such activities. The outsourced firms have also needed equipment and technical know-how more often better than the ones at the outsourcing firm. Therefore, activities can be performed faster and with better quality.

ii. Focusing on core tasks instead of supporting ones

Outsourcing the supporting tasks gives the firm more time to perform their core tasks which can probably be the source of their competitive advantage.

iii. Risk-sharing

Outsourcing of a part of its business processes helps the firm to transfer certain duties to the outsourced firm. As the outsourced firm is a specialist, it can plan its risk-mitigating factors better

iv. Minimisation of operational and hiring costs

Outsourcing eliminates the need to recruit individuals internally and consequently reducing operational and hiring costs to a large extent. This is one of the most important reasons of outsourcing.

Thompson and Strickland (2003) provide several advantages of outsourcing as follows:

- i. Enjoying higher quality and/or cheaper items or services than the way the firm can produce in-house.
- ii. Increasing the firms's innovative ability through working with best vendors who have higher intellectual depth and innovative capabilities.
- iii. Improving organisation's capability to collect different types of technical know-how fastily and efficiently.
- iv. Giving a chance for organisation to focus its resources on producing only those goods or services that it can produce better than outsiders and/or those needed to be produced under its own strategic control.

2.1.4 Criteria used in selecting the vendor when outsourcing

In outsourcing activity, the outsourcing firms are eager to get higher quality goods or services with lower cost and minimum involvement. On the other hand, outsourcing can make the firm end-up getting poor service or goods from outsourced firms. Therefore, in order to enjoy the benefits of outsourcing and avoid its challenges the outsourcing entity should adhere to important criteria in selecting the vendor when outsourcing security service.

The important criteria to be adhered in selecting the vendor when outsourcing service are provided in Section 53 of the Public Procurement Act (PPA) No.7 of Tanzania of 2011 and Section 121 of the Public Procurement Regulation of 2013. These criteria include:-

- i. Experience and past performance of the vendor in similar or related task
- ii. Knowledge of working conditions surrounding provision of specified goods or services
- iii. Resource capability especially in terms of personnel and equipment
- iv. Financial strength of the vendor
- v. Current Commitment and
- vi. Compliance with legal obligations as provided by numerous statutes

Armstrong (2009) has outlined the criteria used in outsourcing. These include:-

- i. Having a strong reason for outsourcing
- ii. Investigating vendor's past performance
- iii. Ensuring that they have required technical ability to produce required goods or services.
- iv. Ensuring that delivery standards are agreed
- v. Making clear on means of communication and matters to be discussed and agreed during execution of an assignment

2.1.5 Challenges associated with outsourcing

Although organisations do practise outsourcing for positivity like reducing cost and improving provision of core services still there are numerous challenges arising out of it to an extent that they threat achievement of organisation objectives targeted from it.

Flatworld solution Pvt. Ltd (2015) has explained that outsourcing can lead to the following problems:

i. Risk of exposure of confidential data

Outsourcing puts an organisatuon to the risk of exposing its confidential information to the third part. Exposure of these information can be detrimental to the outsourcing firm in number of ways like exposing its competitive advantage to its competitors.

ii. Problems associated with deliverables

Failure to choose the right vendor can lead to numerous problems associated with delivered goods and services. Such problem are like extended delivery time frames, sub-standard quality, and inappropriate distribution of of responsibilities. These problems could be easily solved once the goods or service would be produced internally.

iii. Hidden costs

Although in most cases outsourcing seems to be cost effective sometimes there are unforeseen cost associated with it. Such costs are more likely to be incurred when signing a contract with the vendor across national boundaries.

iv. Lack of customer focus

A vendor can have a duty to serve multiple customers at once. Such situation can lead to the failure to have a good focus in terms of time and other resources to provide quality service to outsourcing firms.

Armstrong (2009) also explains the challenges associated with outsourcing as follows:-

- i. Some organisations thoughtlessly outsource core activities without good plans and therefore ending up gaining short term advantages at the expense of long term advantages
- ii. Some organisations are ending up paying higher rates which make the outsourcing costs to be higher than the costs of producing the same goods or services internally
- iii. Some organisations are likely to focus on a definition of the core tasks and those that can be outsourced, which may be justified at the time but did not consider the future
- iv. In some organisations outsourcing can lead to low employee morale as it builds 'who next' atmosphere

2.1.6 Ways to minimise challenges associated with outsourcing

Armstrong (2009) explains that the challenges associated with outsourcing can be minimised through giving a careful consideration to the whole outsourcing process. He explains that it is important to examine the potential area carefully in order to determine whether it should be outsourced or not and what such outsourcing is likely to achieve. The questions that should be answered before reaching to a decision include: Is the activity core one or not? What is its efficiency at present? What is its contribution to qualitative and financial well-being of the firm? Additionally,

Armstrong explains that this is a chance to re-engineer the HR function, putting each to critical assessment so as to determine on whether the services can be provided from within or outside the firm, if at all. Armstrong concludes by stating that outsourcing decision is worth to opt if it is certain that it can deliver a better service at a lower cost.

2.1.7 Outsourcing in Tanzania public sector organisations

i. Background information

In Tanzania outsourcing is taken as the part of implementation of the policy of Public-Private Partnership (PPP). PPP has been adopted by many states in order to provide opportunities for improved accessibility, variety, reliability, transparency and accountability in provision of public services. In Tanzania PPP have had historical root especially in the provision of education and health services. For example, non-profit health facilities have been in action for the number of decades and up to 2009 it covered about one third of health services in the country with subsidies in the government. However, PPP as a philosophy and policy in delivery of public service occurred in the mid of 1980s and 1990s as a part of government reforms intended to improve public service delivery (Pinda, 2009)

In Tanzania outsourcing as a policy emerged after the introduction of the PSRP in 2000 which had a thrust of improving public service delivery. In the second phase of this programme (PSRP II) the government proposed that all PSOs should outsource part or all of their non-core services so as to reduce cost and improve provision of public services. The targeted services were administrative ones including reception, security, office cleaning, ground maintenance and catering. Up to 2009, over 48 core services in public service had already been outsourced successfully while 95 percent additional services for outsourcing had also been identified in 40 different PSOs (Pinda, 2009).

ii. Objectives of outsourcing in Tanzania public sector organisation

In PSRP II it has been shown that outsourcing of non-core services intends to improve efficiency in delivery of services in PSOs (URT, 2005). This argument was also insisted by the Minister of URT Honourable Mizengo Pinda in his statement at the opening ceremony of the ‘African Conference of the Ministers of Public/Civil Service’ held at Kilimanjaro Kempinski, Dar es Salaam on 17th June 2009.

In Management Standard Checklist for the Public Service in Tanzania it has been shown that outsourcing had been initiated as the part of private sector participation in public service delivery so as to achieve efficiency and cost effectiveness. (URT, 2011)

iii. Guidelines for outsourcing in Tanzania public sector organisations

According to URT, (2011) for outsourcing to be successful PSOs must adhere to the following guidelines:-

- PSOs should prepare the teams for undertaking feasibility studies for outsourcing specified noncore services and prepare feasibility study reports
- The main reasons for outsourcing non-core services should be efficiency and cost effectiveness
- There should be competitive outsourcing of specified services and where necessary this should be in line with the guidelines provided by the Government Procurement Services Agency (GPSA)
- There should be a Contract Manager in place.
- There should be monitoring and evaluation of efficiency and effectiveness of outsourcing. Here MDAs are needed to carry out an impact assessment of the outsourcing project targeting on improvements
- PSOs should prepare and disseminate quarterly, semi-annual and annual reports on implementation and results of outsourcing on service delivery to President’s Office, Public Service Management (PO-PSM)

iv. Criteria to be considered in selecting service provider (vendor) when outsourcing service in Tanzania

The important criteria to be adhered in selecting the vendor when outsourcing service in Tanzania are provided in Section 53 of the Public Procurement Act (PPA) No.7 of Tanzania of 2011 and Section 121 of the Public Procurement Regulation of 2013.

These criteria include:-

- i. Experience and past performance of the vendor in similar or related task
- ii. Knowledge of working conditions surrounding provision of specified goods or services
- iii. Resource capability especially in terms of personnel and equipment
- iv. Financial strength of the vendor
- v. Current Commitment and
- vi. Compliance with legal obligations as provided by numerous statutes

2.1.8 The concept of security services

According to Wehmeier (2005) 'security' means the situation whereby a state or organisation is safe from criminal activities like theft and terrorism.

Cambridge University Press (2008) has defined a word 'security' as a situation whereby a person or any other item like organisation, or a country is protected against threats such as crime or attacks by foreigners

Wehmeier (2005) has defined the term 'service' as a process of serving, or a system responsible for supplying public need like transport, or utilities like electricity and water.

For the matter of this study security means protection of organisation properties against thefts or damage by criminals, while security services refers to the activities geared towards ensuring security of organisation's properties against the incidents of theft or damage by criminals.

2.1.9 Theories underpinning the study

There are many theories underlying outsourcing as explained by different scholars. For the matter of this study Transitional Cost Economic Theory, Agency Theory, and Relationship Theories as explained by Perunovic and Pedersen (2007) have been used.

i. Transactional Cost Economic Theory

The most famous contributor of this theory is William Oliver. Originally, Transaction Cost Economic theory tended to deal with the following questions: What is the reason for firm's existence? What strategies are most useful for profit maximisation? What service or good should be produced by the firm internally? And what good or service should be bought by the firm? The most important argument of this theory is related with the situation whereby certain traits of the transaction or the object of the transaction would lead its internal hybrid or external governance. The theory has got two important basic behavioural assumptions. The first one is bounded rationality and the second one is opportunism. Bounded rationality means that people have rationality, but limited. Therefore, it is only possible for both parts in a transaction to sign a contract which is incomplete. Opportunism means people deceitfully behave opportunistically at the expense of others. The risk of opportunism is assumed to be less likely within firm than in market coordination since it can be barred within a firm through authority principle (hierarchy).

The main limitation of Transactional Cost Economic Theory is that it only focuses on cost minimization. Therefore, it neglects other important aspects like the role of social relationship in economic transaction. Despite its limitation, the theory is applicable to this study. When applied to this study it emphasises that the firm needs to take into consideration both production costs and transaction costs for an outsourcing transaction.

Transactional Cost Economic Theory covers many aspects related with outsourcing deal. Its assumption of bounded rationality touches the issue of signing of contract which is the framework of effectiveness of any outsourcing deal. Also, its assumption of opportunism touches the issue of actors' behaviour in the outsourcing relationship whereby they can behave opportunistically at the expense of one another. All in all the theory insists adherence to both production costs and transaction costs for an outsourcing transaction. And one of the most important reasons for outsourcing is cost effectiveness (URT 2011). Therefore, the fact that the theory covers many important aspects of outsourcing deal has made the theory to be chosen as the guiding theory.

ii. Agency Theory

The origin of this theory was in 1970's whereby Barry Mitnick and Stephen Ross were the first scholars to propose openly that this theory has been created. The theory is based on the conceptualisation of an organisation as a connection of contracts between principals or stakeholders and agents. The stakeholders are formed by different groups or persons both within and outside the firm such as customers, shareholders, and suppliers. The fundamental assumption of Agency Theory is the presence of asymmetric information and different perceptions of risk between principal and agent as well as uncertainty. Here, the fundamental argument is that the principal transfers the right to make decisions to the agent and thereafter sets incentives to make sure that the agent's behaviour conforms to expectations. Generally, Agency Theory has a contribution in exposure of the problems of divergent interests occurring within both markets and hierarchies.

The main limitation of Agency Theory is that it is more of a description. Therefore it does not really explain in much more details than the definition. Despite its limitation, the theory has its importance when applied to this study as it helps in understanding the relationship existing between the outsourcing firm and the vendor. For outsourcing to be effective any source of agency problem (divergent interests) should be resolved at initial stage.

iii. Relational View Theories

These theories focus on cooperation, interactions, and social and economic exchange as main factors in relationships between organisations. To be more specific, they focus on interactions existing between parties. These theories appear mostly in the strategic management, and marketing literature dealing with topics such as alliance and partnership, supply chain management, competitive advantage, and supplier-buyer relationship. The basic assumption of relationship theories is that exchange is the root of all relationships.

The main limitation of Relational View Theories is that they do not support formal contracting efforts. Despite their limitation, when applied in the context of this study the theories are important in identification of the key dimensions of outsourcing relationship. These dimensions have also been investigated by previous literature of their effects on outsourcing results.

2.2 Empirical literature review

Chuwa (2005) conducted a study to assess the effects of outsourcing of non-core services in higher learning institutions using University College of Lands and Architectural studies (UCLAS) as a case study. He found that it was more advantageous to use outsourced non-core services in the place of in-house service in higher learning institutions due their advantages which include increased cost effectiveness, improvement of organisational image and reduction in management burden. Also, outsourcing led improvement in performance of outsourced services as for instance in terms of improvement of security facilities and reduction in number of theft's incidents.

In case of challenges outsourcing of non-core service led to lower salaries to employees of outsourced firms like security guards and poor facilities despite the fact that they were comparatively better than before.

Njile (2012) conducted a study to assess whether outsourcing of revenue collection has improved revenue collection in LGAs using Mufindi District Council as a Case Study. He found that a successful outsourcing required a well-functioning market including several competitive players with a sustainable capacity. In addition the service that was supposed to be outsourced as well as the organisation in charge of the service needed to be well prepared for the transformation. The PSO that earlier was fully responsible to conduct the service needed training and capacity to professionally manage procurement issues and oversight functions with integrity and objectivity. Also, the study revealed that there was a good performance in revenue collection after outsourcing of revenue sources compared to years before outsourcing. This implied that if the LGAs would outsource its entire source of revenue, it could do much better than it was doing with the few outsourced revenue sources.

Njau (2005) conducted a study to assess the effectiveness and efficiency of outsourcing service delivery in public organisation using a case study of President's Office, Public Service Management (PO PSM) as a case study. In his study he found that there was an improvement in the service rendered at PO PSM after outsourcing. Also, he found that although cost saving was the motive behind outsourcing, yet it was not realised at PO PSM despite the fact that outsourcing led to total elimination of the cost related with payment for salaries, allowances, benefits and facilities for employees who were responsible for service delivery before outsourcing. The study revealed that the running cost increased by more than 55%. However, he found that there were a number of encountered problems associated with the whole process of outsourcing. For effective outsourcing, monitoring and evaluation are very crucial aspects as they ensure adherence to all standards in accordance with the contract but at the PO PSM the said aspect was not given priority and hence reduced its efficiency. Another problem was that private sector employees were paid very low compared to the minimum standards of living despite recognition that human resource is the most valuable asset for organisation's success. Therefore, they did their work not because they were so committed but due to the reason that they had no

other means to earn their living. Other problems include the risk of misuse of important confidential information by service provider, failure of the supplier to reach the agreed service level, and increased dependency on contractors as in house expertise was reduced. He found that despite improvement in service rendered after outsourcing still the quality of services provided at PO PSM was not satisfactorily basing on market competition. Therefore, the service providers had more chance of doing better than could be observed by then.

President's Office, Public Service Management (2004) revealed that the study conducted at PO PSM (2000), President's Office, Public Planning (PO PP) (2003), Ethics Secretariat (2004) and Ministry of Health (2004) on the impact of outsourcing of non-core services including cleaning, ground maintenance, security, and reception on cost and service delivery indicated that outsourcing led to better service delivery and cost saving while the study conducted at the Ministry of Education (2004) and Morogoro Regional Hospital (2004) indicated that outsourcing of non-core services led to better service delivery with increased cost.

Simba (2013) conducted a study on Assessment of Supplier Evaluation and Selection in Public Procurement in Tanzania a Case Study of Selected Procurement Entities (PEs). In such study it was found that the criteria used by PEs to evaluate and select suppliers include quality, past performance, supplier reliability, financial capability, technology, specifications, price, value for money, and time frame.

2.3 Synthesis and research gap

Studies by other researchers that have been reviewed above did not focus directly on the effectiveness of outsourcing of security service. Chuwa (2005) and Njau (2005) focused on outsourcing of non-core services in general. PO PSM (2004) focused on the effectiveness of outsourcing of four non-core services together which were cleanliness, ground maintenance, security, and reception. Njile (2012) focused on outsourcing of revenue collection. Therefore, these studies create a chance for further study which focuses on outsourcing of security service alone.

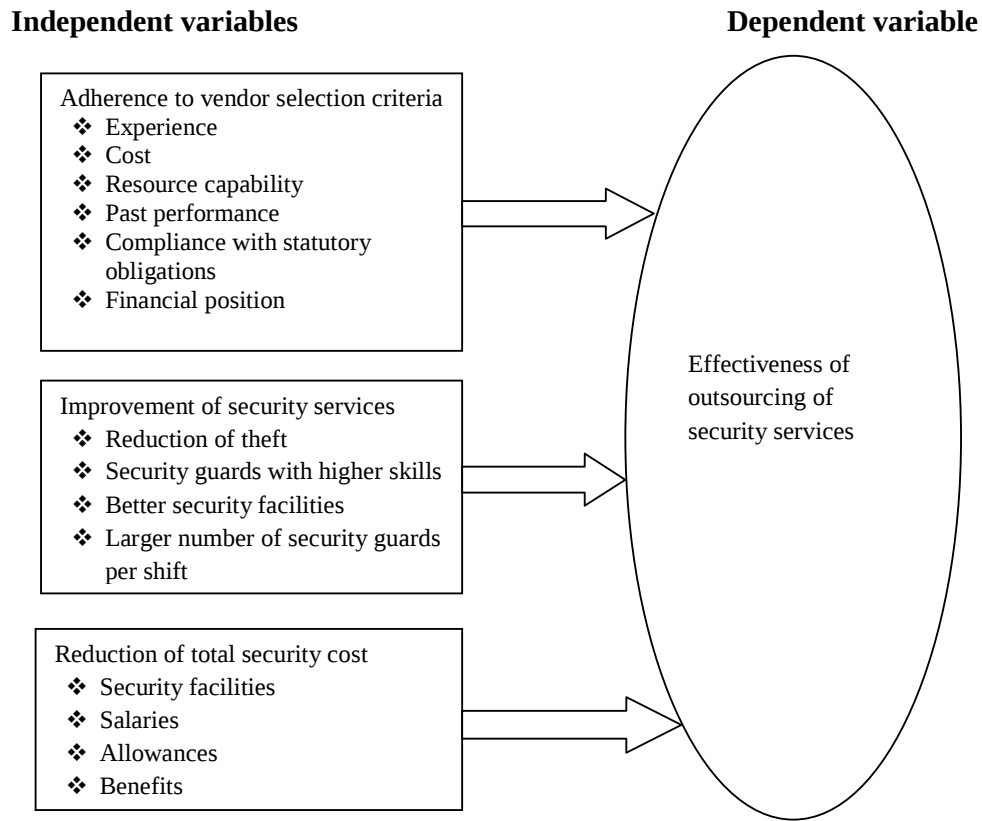
Apart from the failure of the previous studies to focus on security service, most of them were also conducted many years ago before even the start of the PSRP II when outsourcing was then advocated as a part of government policy for cost effectiveness and efficient service delivery. PSRP II started in 2007 while all the reviewed studies were conducted before that year with exception of only Njile's study which was conducted in 2012. Since the time when these studies were conducted to date many socio-economic changes have been taking place in PSOs. Therefore, there is a need for more recent studies to see on whether the core objectives of adoption of outsourcing in PSOs particularly after PSRP II have been realised.

Therefore, this study aims to fill the gap left by previous studies by assessing the effectiveness of outsourcing of security service by finding out on whether PSOs adhere to the important criteria when selecting the outsourcing vendor, whether outsourcing of security service has led to cost effectiveness and improvement in security service as well as challenges facing TAFIRI-Dar es Salaam as the result of outsourcing of security service using TAFIRI – Dar es Salaam as a case study.

2.4 Conceptual framework

The conceptual framework that guided the conduct of this study in terms of data collection, data analysis, interpretation and recommendations is illustrated by Figure 2.1 as follows:

Figure 2.1: Conceptual framework



Source:Researcher(2016)

The conceptual framework indicated in the figure 1 above indicated above will guide the researcher to link independent and dependent variables in relation to effectiveness of outsourcing of security service.

2.4.1 Adherence to outsourcing vendor selection criteria

There are important criteria to be considered when selecting the outsourcing vendor. These include experience of the vendor, cost charged by the vendor, resource capability of the vendor, past performance, compliance with statutory obligations, financial position of the vendor. (PPA, 2011 and Public Procurement Regulations, 2013). For outsourcing to be effective such criteria should be considered. Therefore, effectiveness of outsourcing of security service among other things was determined

by adherence to important criteria for vendor selection. PSOs should make sure that they select the vendor who meets the important set criteria. This study intended to determine whether PSOs adhere to important criteria when selecting the outsourcing vendor.

2.4.2 Improvement of security service

That was another reason for the government of URT to initiate the outsourcing of non-core services in PSOs including security service (URT, 2011) and (Pinda, 2009). The improvement in security service can be demonstrated by decrease in the incidents of theft of official resources which were in high rate before outsourcing as well as the use of security guards with higher skills, the use of better security facilities and the use of larger number of security guards per shift than before. Therefore, effectiveness of outsourcing of security service among other things was determined by improvement in security of the PSOs offices. PSOs should exercise diligence to make sure that they select the vendor with proven resources and capabilities. This study intended to determine whether outsourcing of security service has led to improvement in security of the PSOs offices.

2.4.3 Reduction of total security cost

Cost reduction was one among the reasons for the government of URT to initiate outsourcing of non-core services including security service (URT, 2009;2011). The government wanted outsourcing to reduce high security costs resulted from payments for security facilities, salaries, allowances, and benefits for the full time employees who were formerly responsible for security of the PSOs' offices. Therefore, effectiveness of outsourcing of security service apart from other things was determined by reduction of total security cost. It is the duty of PSOs to consider the vendor who would be able to provide service at a cost cutting price when outsourcing security service.

This study intended to determine whether outsourcing of security service has led to reduction of total security cost.

2.5 Chapter summary

In this chapter, theoretical literature review, empirical literature review, and conceptual framework of the study have been described. In theoretical literature review there is theoretical information on the concept of outsourcing and theories underlining outsourcing of security service from different sources. The theories revealed include transactional economic theory, agency theory and relational view theory. In empirical literature review there is information on the past studies conducted by other researchers on the same or other related studies. In the conceptual framework the dependent and independent variables of the study have been revealed. The dependent variables include adherence to vendor selection criteria, improvement of security services, and reduction of total security cost while independent variable is effectiveness of outsourcing of security service.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter provides detailed explanation on methodologies used to collect analyse, and present data. The constituents of this chapter are type of the study, study population, unit of analysis, variables and their measurements, sample size and sampling techniques, types and sources of data, data collection methods, validity issues and data analysis methods.

3.1 Research design

This study employed the case study design. This design was chosen due to its flexibility in terms of data analysis and collection methods. Such flexibility allowed the researcher to use more than one data collection method including questionnaire, interview, observation and documentary review. Also, the design enabled the researcher to explore more information concerning the effectiveness of outsourcing of security services in a single unit as the study was conducted at TAFIRI-Dar es Salaam within the limited time. The findings, conclusions and recommendations that were developed by this study are transmittable to other PSOs which practice outsourcing of security service. Another important reason for the choice of case study design was limitedness of resources and time on the side of researcher.

3.2 Area of study

The study was conducted at Tanzania Fisheries Research Institute, Dar es Salaam (TAFIRI - Dar es Salaam). TAFIRI-Dar es Salaam is one of the four centres of Tanzania Fisheries Research Institute (TAFIRI) which is the parastatal body responsible for fisheries research in both fresh and marine water in Tanzania. It is located at Kunduchi, Dar es Salaam near the Indian Ocean. The centre is responsible for conducting fisheries research on the Indian Ocean and its catchment. Other TAFIRI centres include Kigoma centre on Lake Tanganyika, Kyela centre on Lake Nyasa, and Mwanza centre on Lake Victoria with Sota as its substation.

The history of establishment of TAFIRI-Dar es Salaam can be traced from the point of the collapse of the then East Africa Community in 1978. Each state had a responsibility to take care of its own affairs. In Tanzania for example, the University of Dar es Salaam took charge of marine fisheries research centre in Zanzibar, and Kunduchi (currently, TAFIRI-Dar es Salaam). The freshwater centre in Mwanza was taken by the Fisheries Division in the then Ministry of Natural Resource and Tourism. There were two more freshwater stations, namely Kigoma and Kyela which were under the Fisheries Division. Kigoma centre was formerly run by Food and Agriculture Organisations (FAO) of the United Nations until the contract came to an end when it was also taken by the Fisheries Division. The Government decided to establish a Parastatal body, which could take over the activities of the fisheries research centres both in fresh waters and marine waters. From this decision the government established TAFIRI under the Act of Parliament No.6 of 2nd February, 1980. This led to the rise of TAFIRI-Dar es Salaam and other TAFIRI centres.(TAFIRI, 2007).

According to TAFIRI (2007) the organisation structure of TAFIRI-Dar es Salaam is as follows: At the top there is Centre Director who report directly to the Director General. Below Centre Director there are three departments which include Research, Finance, and Human Resource and Administration headed by Head of Research, Centre Accountant, and Human Resource and Administrative Officer respectively. Finance Department is divided into procurement and supplies section and finance section, Human Resource and Administration Department is divided into Human Resource Section and Administration Section, while Research Department is divided into research section and fisheries section. (See appendix I).

The reason behind this choice was that TAFIRI-Dar es Salaam is the PSO that has been using an outsourced company for security service since September, 2011 (TAFIRI – Dar es Salaam Annual Progress Report, 2014). Also, Dar es Salaam is the largest city in Tanzania with more frequency of incidents of theft and crimes (Overseas Security Advisory Council (OSAC), 2014). This makes sense for the study on the effectiveness of outsourcing of security services to be conducted at PSO

located into this city. Moreover, Dar es Salaam City where TAFIRI-Dar es Salaam is located is closer to Morogoro Municipality where Mzumbe University main campus which is the institution where the researcher studies is located. Therefore, it was easier for the researcher to travel between these two parts given the limitedness of resources and time.

3.3 Study population

The target population for this study was 38 employees of TAFIRI-Dar es Salaam who constituted both managerial and non-managerial cadre, 6 security guards from outsourced security company who were offering security service at TAFIRI – Dar es Salaam, and 1 supervisor of security guards from the outsourced security company. The total population consisted of 45 individuals.

3.4 Units of Analysis

The unit of analysis in this study included the following:-

- i) Individual employees at TAFIRI – Dar es Salaam
- ii) Management staff of TAFIRI – Dar es Salaam
- iii) Security guards from the outsourced security company
- iv) Supervisors of the security guards from the outsourced security company

The distribution of population in these units of analysis was as follows:-

Table 3.1 Units of analysis

S/NO	Unit	Number	Percent
1.	Individual Employees	33	73.0
2.	Management staff	5	11.0
3.	Security guards	6	13.0
4.	Supervisors	1	3.0
	Total	45	100.0

Source: TAFIRI-Dar es Salaam Annual progress reports (2014/2015)

3.5 Sample and sampling techniques

3.5.1 Sample size

The size of the sample for this study was 32 respondents out of 45. This sample consisted of 22 individual employees of TAFIRI – Dar es Salaam out of 33, 5 management staff of TAFIRI – Dar es Salaam out of 5, 4 security guards from outsourced security company out of 6, and 1 supervisor of the security guards from the outsourced security company out of 1. The reason for selecting this size of the sample was the size of population itself which had only 45 respondents. The smallness of the population size made even the sample for the study to be small. This size of the sample was ideal given the limitedness of financial resources and time on the side of researcher. The sample was representative as it consisted of all members of TAFIRI – Dar es Salaam management team, representatives of employees from all departments of TAFIRI-Dar es Salaam, representatives of security guards from the outsourced security company and supervisor of security guards from the outsourced security company.

Table 3.2 Sample distribution

S/NO	Unit of analysis	Number of elements	Sample selected	Percent
1.	Individual Employees	33	22	68.8
2.	Management staff	5	5	15.6
3.	Security guards	6	4	12.5
4.	Supervisors	1	1	3.1
	Total	45	32	100.0

Source: Researcher (2016)

3.5.2 Sampling techniques

The sampling techniques used for this study were quota sampling, purposive sampling, simple random sampling, and convenience sampling.

i. Quota sampling

Quota sampling was used to select 21 respondents to be included in the sample from individual employees of TAFIRI – Dar es Salaam. In this technique TAFIRI – Dar es

Salaam employees were divided into units basing on their departments and thereafter specific number of respondents was drawn from each department. Quota sampling was used so as to divide the heterogeneous population in such a way that each unit had as great homogeneity as possible. Also, the use of quota sampling enabled the number of respondents to be drawn from each unit to correlate with its size as among other things the researcher's decision on the number of respondents to be drawn from each unit based on the size of such unit and therefore increased the probability of the sample to be representative.

Table 3.3 Quota Sampling

Unit/department	No. of employees	Number selected	Percent
Research	27	15	71.4
Administration	8	5	23.8
Finance	3	1	4.8
Total	38	21	100.0

Source: Researcher (2016)

ii. Simple random sampling

After identifying the number of individual employees to be selected for the sample from each department of TAFIRI – Dar es Salaam through quota sampling, thereafter simple random sampling was used to select those employees.

The names of all individuals in each department excluding those who constituted TAFIRI – Dar es Salaam Management Team and Procurement and Supplies Officer were written in separate pieces of paper and mixed in a small box. Then the researcher randomly picked the pieces of paper depending on the number of respondents needed from the respective department. The process was repeated for all other departments until all 21 respondents were obtained.

Simple random sampling was used so as to give each employee in each department an equal chance of being included in the sample and therefore avoid biasness in data collection.

iii. Purposive sampling

Purposive sampling was used to select 7 respondents who included 5 respondents who constituted TAFIRI – Dar es Salaam Management Team, 1 Procurement and Supplies Officer, and 1 supervisor of security guards of the outsourced security company. The respondents who constituted TAFIRI-Dar es Salaam management team were Centre Director, Centre Accountant who is the head of finance unit, Human Resource and Administrative Officer who is the head of administrative unit, Head of Research unit, and RAAWU Chairman.

These respondents were included in the sample due to their status of being the part of management team of the respective organisation and therefore they were able to provide some important data which could otherwise not be provided by non-managerial employees. Procurement and Supplies Officer was also purposively selected to be included in the sample since she is the part of the team responsible for procurement of security service provider together with members of management team.

Table 3.4 Purposive sampling

Title of the respondent(s)	No. of respondents	Percent
Centre Director	1	14.3
Centre Accountant	1	14.3
Administrative Officer	1	14.3
Head of research	1	14.3
RAAWU Chairman	1	14.3
Procurement and Supplies Officer	1	14.3
Supervisor of security guards	1	14.3
Total	7	100.0

Source: Researcher (2016)

iv. Convenience sampling

Convenience sampling was used to select 4 security guards of the outsourced security company who were working for TAFIRI – Dar es Salaam. Here the security guards who were available during the afternoon shifts at the duration of data collection exercise were selected. The reason for using this technique was the fact that it is not easy to access security guards of the outsourced security guards as they work in shifts and sometimes in rotation.

3.6 Data collection methods

Both primary and secondary data collection methods were used in this study.

3.6.1 Primary data collection methods

These were used to collect first-hand information concerning the study. The primary data collection methods that were used were questionnaire, interview, and observations.

i. Questionnaire

There were questionnaires for individual employees of TAFIRI – Dar es Salaam and questionnaires for security guards of the outsourced security company. Questionnaire for individual employees of TAFIRI – Dar es Salaam were used to collect data from individual employees on whether TAFIRI-Dar es Salaam adhere to important criteria in selecting the vendor when outsourcing security service, whether outsourcing of security service has led to improvement in security, whether outsourcing has led to cost reduction, and challenges facing TAFIRI – Dar es Salaam as the result of outsourcing of security service.

Questionnaire for security guards of the outsourced security company were used to collect data from security guards on their skills, their number per shift, the security facilities they use and challenges they face in providing security service at TAFIRI – Dar es Salaam. Questionnaire were both in English and Swahili language. English questionnaires were for respondents who were conversant in English language while Swahili questionnaires were for respondents who were not conversant in English language. The questions were both closed-ended and open-ended questions. In closed-ended questions the respondent was provided with two or more alternative responses for him/her to choose the most suitable one while in open-ended questions there were spaces for the respondent to fill with a self-generated response in accordance with the nature of the question. The questionnaire started with explanations on how to go about followed by questions on the subject of the study. (See Appendix II, III, VI, and VII)

The rationale for using questionnaire was its easiness in its administration whereby it could be used for collecting data from many respondents within a short time. Also, questionnaire gave a chance for respondents to fill them at their own time and therefore avoiding reluctance caused by lack of time. In addition, questionnaire gave respondents a freedom to provide the most sensitive information concerning organisation without fear due to its nature of anonymity. Moreover, questionnaire simplified data organisation and analysis exercise as data collected through this method were easily analysed through Statistical Package for Social Sciences (SPSS)

ii. Interview

Face-to-face interview was used to collect data about outsourcing of security services which could otherwise not be well collected through other methods like questionnaire from TAFIRI – Dar es Salaam Management Team, Procurement and Supplies Officer, and supervisor of security guards of outsourced security company. For Procurement and Supplies Officer and TAFIRI – Dar es Salaam Management Team semi – structured interview was used to collect in-depth information on whether TAFIRI-Dar es Salaam adheres to important criteria when selecting the security vendors, whether there is improvement of security service after outsourcing, whether there is reduction of total security cost after outsourcing security service, and challenges facing TAFIRI – Dar es Salaam as the result of outsourcing of security service. (See Interview Guide at Appendix IV and V) For the supervisor of the outsourced security company unstructured interview was used to get clarifications on the responses from the security guards of the outsourced security company on their skills level, their number per shift, security facilities used, and challenges they face in providing security service for TAFIRI – Dar es Salaam as well as clarifications on the responses of TAFIRI – Dar es Salaam Management Team, Procurement and Supplies Officer and TAFIRI-Dar es Salaam staff on whether there is improvement in security service after outsourcing, as well as challenges they face as the result of the use of outsourced security company. Both English and Swahili interview guides will be available (See Questions asked to the Supervisor at Appendix IX and X)

The rationale for using interview was its ability to provide massive in-depth information. Also, interview allowed flexibility in data collection since the researcher was able to clarify ambiguous question and even ask more questions depending on the context.

iii. Observation

Non-participatory observation was used to collect data that supplemented the ones collected through questionnaire, interview and documentary review. The supplementary aspects that were observed include the number of security guards per shifts, the nature of security facilities used by security guards, procedures followed when the worker or guest gets in or out of the office compound, and presence of supportive environment for security at office premises (See the List of Items to be observed at Appendix VIII).

The rationale for using non-participatory observation was its ability to provide accurate data as the researcher witnessed what happened in its natural setting. Also, this method could reveal the hidden information that the respondents were not ready to provide due to different factors. Moreover, non-participatory observation led to collection of unbiased data as the respondents were not aware that they were observed.

3.6.2 Secondary data collection methods

Secondary data collection methods were used to obtain data which were already collected and stored sometime earlier for specific objectives which related to this study. The secondary data collection method that was used in this study was documentary review.

i. Documentary review

Documentary review method was used to collect data from documents relevant to this study. These documents include internal periodic reports, government circulars and letters, scheme of service, annual centre budget, personal files of the former in-house full time employed security guards, security files, and other documents that

were directed by management of TAFIRI-Dar es Salaam to be worth for the study. The data that were collected through this method include data on the cost of provision of security service before and after outsourcing, data on organisation structure, data on criteria adhered in selection of the vendor when outsourcing, and data on skills of security guards before outsourcing.

The rationale for using documentary review method was to obtain the data which were already collected and stored for future use thus eliminating the need of re-collecting them through primary methods which would be time consuming, laborious, and costly.

3.7 Measurement of variables

The dependent and independent variables in this study were measured as shown below.

3.7.1 Dependent variable

i. Effectiveness of outsourcing of security service

The dependent variable in this study is effectiveness of outsourcing of security service

Effectiveness of outsourcing of security service was measured along three dimensions which were adherence to criteria for vendor selection, improvement of security service, and reduction of total security cost.

Data on the effectiveness of outsourcing of security service were obtained by asking the respondents questions on the three dimensions. Thereafter, frequencies and percentages were calculated from the responses.

3.7.2 Independent variables

i. Adherence to criteria for vendor selection

Adherence to criteria for outsourcing vendor was measured by using six items. These were the vendor's experience, cost charged by the vendor, vendor's resource capability, vendor's past performance, vendor's compliance with statutory obligations, and vendor's financial position. Respondents were asked questions on

whether TAFIRI-Dar es Salaam consider the six mentioned items when selecting the vendor. Thereafter frequencies and percentages were calculated.

ii. Improvement of security service

Improvement of security service was measured by using four items which include reduction of the incidents of theft, the use of security guards with higher level of skills, the use of better security facilities, and the use of larger number of security guards per shift after outsourcing of security service. Respondents were asked questions on whether the use of outsourced security company has led to the four mentioned items and thereafter frequencies and percentages were calculated. Also, difference in the frequencies of the incidents of thefts before and after the use of outsourced security company that were obtained through documentary review were calculated.

iii. Reduction of total security cost

Reduction of the total security cost that was formerly incurred by TAFIRI – Dar es Salaam by paying for salaries, allowances, benefits, and security facilities for the full time employees who were responsible for security before outsourcing was measured. Respondents were asked on whether outsourcing of security service has led to reduction of total security cost then, frequencies and percentages of such responses were calculated. Also, the difference between the total cost incurred before and after outsourcing was calculated from the data obtained through documentary review.

3.8 Data analysis

The study employed both quantitative and qualitative data analysis techniques depending on the nature of data collected for each objective. The techniques used in analysis of data in each objective were as follows:-

Data for the first objective which was ‘to determine on whether TAFIRI – Dar es Salaam adheres to the important criteria in selecting the vendor when outsourcing security service’ were collected through questionnaire, interview and documentary review. Data collected through questionnaire were quantitatively analysed through

special statistical package known as SPSS whereby frequencies and percentages of response were calculated and presented through tables. Data collected through interview and documentary review were analysed qualitatively by formulating themes emerged and presented in narrative form.

Data for the second objective which was ‘to determine on whether outsourcing has led to improvement in security service at TAFIRI – Dar es Salaam’ were collected through questionnaire, interview, observation and documentary review. Data collected through questionnaire were quantitatively analysed through SPSS and presented through tables. Data collected through interview and observation were qualitatively analysed by formulating themes emerged and presented in narrative form.

Data collected through documentary review were both qualitative and quantitative. Quantitative data were analysed quantitatively through SPSS and presented in tables while qualitative data were analysed qualitatively by formulating themes emerged and presented in narrative form.

Data for the third objective which was ‘to determine on whether outsourcing of security service has led to reduction in total cost associated with security at TAFIRI – Dar es Salaam’ were collected through questionnaire, interview, and documentary review. Data collected through questionnaire were quantitatively analysed through SPSS and presented through tables. Data collected through documentary review were quantitatively analysed through mathematical calculations whereby addition, and subtraction were done. Also, percentages were calculated and presentation was done through tables. Data collected through interview were qualitatively analysed and presented in narrative form.

Data for the fourth objective which was ‘to investigate the challenges associated with outsourcing of security service at TAFIRI-Dar es Salaam were collected through questionnaire, interview, observation and documentary review. Data collected through questionnaire were quantitatively analysed through SPSS and

presented in tables. Data through interview, observation and documentary review were qualitatively analysed and therefore presented in narrative form.

3.9 Ethical considerations

Ethical standards were observed in the planning and conducting of the study. The researcher had a letter of introduction from Mzumbe University which was presented to Centre Director of TAFIRI-Dar es Salaam. Thereafter, the Centre Director offered the researcher the permission letter to collect data for the study from TAFIRI-Dar es Salaam staff. Data were collected with free consent of the respondents after they had been informed about the purpose of the study. The researcher observed the right to privacy of the respondents and the confidentiality of their information.

3.10 Chapter summary

In this chapter there is detailed explanations on methodologies used in conducting the study. The chapter includes research design, area of the study, study population, units of analysis, sample and sampling techniques, data collection methods, data analysis methods, measurement of variables, and ethical considerations.

The study was the case study design. The area of the study was TAFIRI-Dar es Salaam. The population of the study revealed was 45 people while the sample size was 32 respondents. The sampling techniques used include quota sampling, simple random sampling, purposive sampling, and convenience sampling. The methods used for data collection are questionnaire, interview, observation, and documentary review. Both quantitative and qualitative data analysis were used. Variables were measured by calculating frequencies and percentages of response and presented through tables and narrative form depending on their nature.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.0 Introduction

This chapter is divided into two sections. The first section presents the findings on demographic characteristics of the respondents of the study. The second section consists of the findings and discussion with respect to the research objectives and research questions. The second section is divided into subsections on the basis of research objectives and research questions. These subsections include whether TAFIRI-Dar es Salaam adheres to important criteria in selecting the vendor when outsourcing security service, whether outsourcing has led to improvement of security service at TAFIRI-Dar es Salaam, whether outsourcing has led to reduction of total cost related to security service at TAFIRI-Dar es Salaam, and challenges facing TAFIRI-Dar es Salaam as a result of outsourcing of security service.

4.1 Demographic characteristics of the respondents

Demographic characteristics of the respondents examined were sex, age, level of education, occupation and length of service.

4.1.1 Respondents distribution by sex

The dominant gender category among the respondents was male at 57.1%, while female was 42.9%. The figures indicate that more men are working at TAFIRI-Dar es Salaam than women at the difference of 14.2%.

Table 4.1 Respondents distribution by sex

Sex	Frequency	Percent
Male	12	57.1
Female	9	42.9
Total	21	100.0

Source: Field Data (2016)

4.1.2 Respondents distribution by age

The majority of the respondents were at the age of 30-49, which is 71.4%, while the rest were at the age of 50-59 which is 28.6%. There were no respondents at the age of 18-29 or 60 and above. This implies that most of employees at TAFIRI – Dar es Salaam fall at the middle age.

Table 4.2 Respondents distribution by age

Age group	Number of respondents	Percent
18-29	0	0.0
30-49	15	71.4
50-59	6	28.6
Total	21	100.0

Source: Field Data (2016)

4.1.3 Respondents distribution by level of education

The results showed that 23.8% were diploma holders. Secondary level of education constituted 19.0% of the respondents the same as master's degree who were also 19.0%. Bachelor's degree holders constituted 14% while primary education constituted 9.5% of respondents the same as certificate level who were also 9.5%. The last group was that of PhD holders which had only 4.8%. This implies that TAFIRI-Dar es Salaam has most employees who are above diploma level of education. This is due to the fact that the centre belongs to the research institute and therefore education and training are given priority.

Table 4.3 Respondents distribution by level of education

Education level	Number of respondents	Percent
Primary education	2	9.5
Secondary education	4	19.0
Certificate	2	9.5
Diploma	5	23.8
Bachelor degree	3	14.3
Master's degree	4	19.0
PhD	1	4.8
Total	21	100.0

Source: Field Data (2016)

4.1.4 Respondent distribution by occupation

Research Officers constituted 33.3% of respondents the same as Research Technicians who were also 33.3%. Able Seamen constituted 9.5% of the respondents the same as Registry Officers who were also 9.5%. The rest cadres which are Supplies Officers, Personal Secretaries, and Driver constituted 4.8% each. This implies that Research Officers and Research Technicians constitute a large part of TAFIRI-Dar es Salaam staff. This is because the centre is responsible for fisheries research and therefore the two are core cadres.

Table 4.4 Respondents distribution by occupation

Occupation	Number of respondents	Percent
Research Officer	7	33.3
Research Technicians	7	33.3
Able Seaman	2	9.5
Registry Officer	2	9.5
Personal Secretary	1	4.8
Driver	1	4.8
Supplies Officer	1	4.8
Total	21	100.0

Source: Field Data (2016)

4.1.5 Respondents distribution by length of service

The majority of the respondents (38.1%) were at the length of service of 11-15, followed by the group of the respondents who had served for 21 years and above who were 33.3%. The last group was that of 6-10 who were 28.6%. This implies that the majority of employees at TAFIRI-Dar es Salaam had served for more than ten years. This means that there is high probability of getting accurate data as most of the respondents were already at TAFIRI-Dar es Salaam before and after outsourcing of security service. Outsourcing of security service started on September 2011.

Table 4.5 Respondents distribution by length of service

Length of Service	Number of Respondents	Percent
6-10	6	28.6
11-15	8	38.1
21+	7	33.3
Total	21	100.0

Source: Field Data (2016)

4.2 Whether TAFIRI-Dar es Salaam adheres to important criteria in selecting the vendor when outsourcing security service

The first objective for this study was to determine whether TAFIRI-Dar es Salaam adheres to the important criteria in selecting the vendor when outsourcing security service. The criteria that were investigated in this study are those stipulated in the Public Procurement Act No. 7 of 2011 and Public Procurement Regulations of 2013. These include experience of the vendor, cost charged by the vendor, resource capability of the vendor, vendor's past performance, compliance with statutory regulations, and financial position of the vendor. The findings resulting from the analysis of the data collected for this objective is as shown in the following section.

4.2.1 Experience of the vendor

Through questionnaire administered to 21 respondents the researcher sought for opinions on whether TAFIRI-Dar es Salaam adheres to this criterion when selecting security vendor. Out of 21 respondents 66.7% agreed that TAFIRI-Dar es Salaam adheres to the criterion of experience of the vendor in providing security service during selection, 28.6% disagreed while 4.8% responded that they don't know.

Table 4.6 Adherence to experience of the vendor

Opinion	Number of respondents	Percent
Yes	14	66.7
No	6	28.6
I don't know	1	4.8
Total	21	100.0

Source: Field Data (2016)

The findings from the interview with Procurement and Supplies Officer and Management Team support those from questionnaire as it was also held that experience of the vendor is also considered in vendor selection. The interviewees argued that the criterion of vendor's experience is considered as it is believed that the more experience the more ability of the vendor to provide quality service. The Procurement and Supplies Officer had the following to say.

“...We can’t select the company without being satisfied with its experience in provision of security service as we believe that experience determines the quality of service that will be provided....”

This implies that TAFIRI-Dar es Salaam adheres to the criterion of the vendor’s experience in selection of the vendor when outsourcing security service.

4.2.2 Cost charged by the vendor

Through questionnaire the researcher sought for opinions from 21 respondents on whether TAFIRI-Dar es Salaam adheres to the criterion of the amount of the cost charged when selecting the vendor for security service. Out of 21 respondents 66.7% agreed that TAFIRI-Dar es Salaam adheres to the cost charged in selecting the vendor when outsourcing security service while 4.8% disagreed and 28.6% responded that they don’t know.

Table 4.7 Adherence to the cost charged by the vendor

Opinion	Number of respondents	Percent
Yes	14	66.7
No	1	4.8
I don’t know	6	28.6
Total	21	100.0

Source: Field Data (2016)

The findings from the interview with Procurement and Supplies Officer and Management Team support those from questionnaire as it was also held that the amount of the cost charged by the vendor is one among the most important criteria used in selecting the vendor during outsourcing of security service. The interviewees argued that this criterion is highly considered as it has been made a priority by Public Procurement Act of 2011 and Government Procurement Service Agency (GPSA). The Centre Accountant had the following to say:

“...In quotations submitted by the vendors different costs are shown. It is our duty to select the one whose cost is at least within our set budget and cost guidelines set by GPSA....”

The Human Resources and Administrative Officer had also the following to say:

“..Cost charged by the vendor is the foremost criterion when selecting the vendor. It should be kept in your mind that the cost charged by the vendor should always not diverge much from the set budget...”

The findings from questionnaire and interview indicate that TAFIRI-Dar es Salaam adheres to the criterion of the cost charged by the vendor in selection of the vendor when outsourcing security service.

Compliance to this criterion supports the Transactional Cost Economic Theory of William Oliver as explained by Perunovic and Pedersen (2007). The theory emphasises that the firm should consider both production and transaction cost when outsourcing.

4.2.3 Resource capability

The researcher sought for opinions from 21 respondents on whether TAFIRI-Dar es Salaam considers the criterion of resource capability in terms of personnel and equipment in selecting the vendor when outsourcing security service. Majority of respondents (57.1%) disagreed that TAFIRI-Dar es Salaam adheres to the criterion of resource capability in selecting the vendor when outsourcing security service while 28.6% agreed. The rest 14.3% responded that they don't know.

Table 4.8 Adherence to resource capability of the vendor

Opinion	Number of respondents	Percent
Yes	6	28.6
No	12	57.1
I don't know	3	14.3
Total	21	100.0

Source: Field Data (2016)

The findings from the interview with Procurement and Supplies Officer and Management Team are contrary to those from questionnaire. The interviewees revealed that in selecting the vendor during outsourcing of security service, resource capability of the vendor is one among the criteria adhered.

They argued that the major problem is that you can see that the company has adequate resources in terms of personnel and equipment during physical check-up done at selection stage but the situation becomes different during contract execution as the same companies seem to face acute shortage of resources. This implies that there is cheating done by the vendors during submission of their quotations as well as during physical check –up. The Human Resource and Administrative Officer had the following to say.

“...Another thing considered during the selection process is the resources owned by the vendor in terms of personnel and equipment. But I think we are fooled by the management of these companies since you can witness possession of enough personnel and equipment at physical check-up done during the selection stage, but in the course of implementation of the contract the condition becomes different...”

This implies that TAFIRI-Dar es Salaam adheres to the criterion of resource capability of the vendor in selection of the vendor when outsourcing security service. The only problem is that there is a breach of the terms of the contract done by outsourced company as the resources agreed and seen during selection stage are not seen during execution of the contract. That is why majority of questionnaire respondents disagreed that TAFIRI-Dar es Salaam does not adhere to resource capability as they see the real resource situation in terms of equipment and personnel at TAFIRI-Dar es Salaam premises.

4.2.4 Adherence to past performance of the vendor

The researcher sought for opinions from 21 respondents on whether TAFIRI-Dar es Salaam considers vendor’s past performance in selection of the vendor when outsourcing security service. Majority of the respondents (47.6%) agreed that TAFIRI-Dar es Salaam considers past performance of the vendor in other organisations when selecting the security vendor while 33.3% disagreed. Only 19.0% of respondents responded that they don’t know.

Table 4.9 Adherence to vendor's past performance

Opinion	Number of respondents	Percent
Yes	10	47.6
No	7	33.3
I don't know	4	19.0
Total	21	100.0

Source: Field Data (2016)

The findings from the interview with Procurement and Supplies Officer and Management Team support those from questionnaire as it was also held that TAFIRI-Dar es Salaam adheres to the criterion of the past performance when selecting the security vendor. The follow-up on vendor's past performance is done through phone call, letters, or payment of the visit to the management of the past organisations where the vendor provided or provides security service. The Human Resource and Administrative officer had the following to say:

“...Normally the management makes follow-up on how the vendor has performed in other organisations. The follow-up is done through phone call, letters, or payment of the visit to the management of the organisation concerned...”

The findings from questionnaire and interview indicate that TAFIRI-Dar es Salaam adheres to the criterion of vendor's past performance in selecting the vendor when outsourcing security service. This implies that management of TAFIRI-Dar es Salaam knows the importance of past performance in determining vendor's future performance.

4.2.5 Compliance with statutory obligations

The researcher sought for opinions from 21 respondents on whether TAFIRI-Dar es Salaam considers the criterion of vendor's compliance with required statutory obligations in selecting security vendor during outsourcing. Majority of the respondents (57.1%) agreed that TAFIRI-Dar es Salaam adheres to the criterion of vendor's compliance with required statutory obligations when selecting the security vendor, 38.1% of respondents responded that they don't know while only 4.8% disagreed

Table 4.10 Adherence to vendor's compliance with statutory obligations

Opinion	Number of respondents	Percent
Yes	12	57.1
No	1	4.8
I don't know	8	38.1
Total	21	100.0

Source: Field Data (2016)

The findings from the interview with Procurement and Supplies Officer and Management Team support those from questionnaire as it was also held that the criterion of vendor's compliance with statutory obligations is one among the most considered criteria in selection. The interviewees argued that adherence to this criterion means not only compliance with the Public Procurement Act of 2011 and GPSA guidelines but also reducing the probability of outsourcing the vendor with less credibility. The Centre Director had the following to say:

"...It is obvious that we ensure that the vendor has met all important legal requirements like being registered by GPSA, possession of valid business license, and others...Adherence to this criterion means compliance with Public Procurement Act of 2011 and GPSA guidelines which require the PSOs to outsource the service provider who meet all legal requirements. Apart from that it increases the probability to get the service provider with credibility...."

The findings from questionnaire and interview indicate that TAFIRI-Dar es Salaam adheres to the criterion of vendor's compliance with statutory obligations in selection of the vendor when outsourcing security service. This implies that TAFIRI-Dar es Salaam understands the role of this criterion in getting the vendor with credibility..

4.2.6 Financial position of the vendor

The researcher sought for opinions from 21 respondents on whether TAFIRI-Dar es Salaam adheres to the criterion of vendor's financial position when selecting the vendor in outsourcing of security service. Majority of the respondents (52.4%) disagreed that TAFIRI-Dar es Salaam adheres to financial position of the vendor in selection of the vendor during outsourcing of security service, 19.0% agreed while 28.6% responded that they don't know.

Table 4.11 Adherence to financial position of the vendor

Opinion	Number of respondents	Percent
Yes	11	19.0
No	4	52.4
I don't know	6	28.6
Total	21	100.0

Source: Field Data (2016)

The findings from the interview with Procurement and Supplies Officer and Management Team are contrary to those from the questionnaire as it was held that the criterion of financial position of the firm is adhered by TAFIRI – Dar es Salaam. However, TAFIRI-Dar es Salaam does not make follow-up on the bank statements to verify what have been presented by the vendor in their bids through looking upon the cash flows and accounts balance. This makes the vendor to be selected basing on false information presented on the bids on financial position. As the result when TAFIRI-Dar es Salaam delays to pay monthly fee, the vendor delays to pay salaries to the security guards too and therefore causing a lot of problems likes strike. The Centre Director had the following to say:

“...The criterion of financial position is considered but our weakness is that we don't make thorough check-up through inspection of bank cash flows and accounts balances...This makes us select the vendor on the basis of false information on financial position. This leads to a lot of inconveniences when we delay to pay monthly fee...”

The findings from questionnaire and interview indicate that TAFIRI-Dar es Salaam adheres to the criterion of vendor's financial position in selecting the vendor when outsourcing security service. As supported by the interviewees, the only problem is that they lack proper mechanism to verify the details on financial position provided by vendors in their bids. This makes them selecting the vendor on the basis of false information on financial position and therefore causing problems which threaten security situation. It is in the light of these problems majority of the respondents (52.4%) disagreed that TAFIRI-Dar es Salaam adhere to the criterion of vendor's financial position in selecting the vendor when outsourcing security service.

Provision of false information on financial positions by the vendors confirms what has been stated in Transactional Cost Economic Theory of William Oliver as explained by Perunovic and Pedersen (2007). One among the behavioural assumptions of this theory is opportunism which means that people deceitfully behave opportunistically at the expense of others. Therefore, the provision of false information on financial positions by the vendors so as to win the tender means that they behave opportunistically at the expense of TAFIRI-Dar es Salaam

The findings from documentary review provide more support to those from questionnaire and interview. The researcher reviewed one Bid Evaluation Report document prepared by evaluation team appointed by TAFIRI Director General in 2011. The report indicated that in evaluation of quotations submitted by the vendor, the criteria which were considered are those prescribed by Public Procurement Act No. 21 of 2004.

These criteria are divided into criteria for preliminary examination and post qualification criteria which were used after qualifying in the preliminary examination.

The criteria for preliminary examination were contract documents, verification, and eligibility and completeness of the quotations. The contract documents were checked to ensure a duly completed and signed price quotation as per statement of requirement and schedule of prices, a valid business license, a valid VAT and TIN certificate, a list of recent performed contracts of similar nature including the names and addresses of the clients for verification, insurance cover and social security for the guards, mentioning work equipment. In verification the bids were checked to ensure power of attorney has been submitted, form has been submitted, anti-bribery policy has been submitted, they are properly signed. In eligibility the quotations were checked to ensure that the service providers are from Tanzania, the quotation has been done in Tanzania shillings, the service provider is not under a declaration of ineligibility for corruption or fraud practices, the bidder is not a public owned

enterprise. In completeness the quotations were checked to ensure no partial quotations were submitted.

The post-qualification criteria which were adhered are experience of the company, financial capability of the company, technical capability to perform the contract, equipment capability to perform the contract, and physical verification.

4.2.7 Other Criteria

In addition to the criteria revealed above the researcher asked the 21 respondents to mention any other criteria that they know TAFIRI-Dar es Salaam considers in selecting the vendor when outsourcing security services. A large part of respondents (81%) responded that there are no other criteria that they know TAFIRI-Dar es Salaam considers. Only 14.3% responded that TAFIRI-Dar es Salaam considers the criterion of loyalty of security guards of the vendor while 4.8% responded that TAFIRI-Dar es considers the criterion of long term experience of the vendor. These findings indicate that there is no any other criterion used by TAFIRI-Dar es Salaam in selecting the vendor when outsourcing security service.

This is because even the criteria mentioned by the few respondents which are loyalty of security guards of the vendor, and long term experience of the vendor still fall on the criteria mentioned in questionnaire and interview which are vendor's past performance, and vendor's experience respectively.

Table 4.12 Other criteria adhered by TAFIRI-Dar es Salaam

Criteria	Number of respondents	Percent
None	17	81.0
Loyalty of security guards	3	14.3
Long term experience	1	4.8
Total	21	100.0

Source: Field Data (2016)

4.2.8 Additional criteria to be considered

Through questionnaire respondents were also asked to provide their opinion on what criterion they think is very important to consider in selecting the vendor when outsourcing security service but it is not considered by TAFIRI-Dar es Salaam. Out

of 21 respondents 47% responded that there is no any other criterion that they think is important for TAFIRI-Dar es Salaam in selecting the vendor when outsourcing security service. 19.0 % responded that TAFIRI-Dar es Salaam should consider the criterion of possession of advanced weapons, 9.5% responded that TAFIRI-Dar es Salaam should consider the criterion of long term experience of the vendor, 9.5% responded that TAFIRI-Dar es Salaam should consider the criterion of qualification of security guards. 4.8% responded that TAFIRI-Dar es Salaam should consider the criterion of financial capability of the vendor, 4.8% responded that TAFIRI-Dar es Salaam should consider the criterion of ability to terminate the contract upon the breach by the vendor, and the last 4.8%responded that TAFIRI-Dar es Salaam should consider the criterion of physical knowledge of the vendor.

The findings from questionnnaire indicate that most of respondents does not see any other criterion that is important for TAFIRI-Dar es Salaam to consider in selecting the vendor when outsourcing security service. This implies that TAFIRI-Dar es Salaam adheres almost to all important criteria in selecting the vendor when outsourcing security service. Only few respondents think that TAFIRI-Dar es Salaam should consider the criterion of ability to terminate the contract subject to breach by the vendor, and physical knowledge of the vendor. The remaining few have repeated the criteria which seem to be considered already.

Table 4.13 Additional criteria to be considered

Criteria	Number of respondents	Percent
None	10	47.6
Possession of advanced weapons	4	19.0
Long term experience	2	9.5
Qualifications of security guards	2	9.5
Financial capability	1	4.8
Ability to terminate contract upon the breach	1	4.8
Physical knowledge of the vendor	1	4.8
Total	21	100.0

Source: Field Data (2016)

Generally, the findings from questionnaire, interview and documentary review indicate that the criteria adhered by TAFIRI-Dar es Salaam in selecting the vendor when outsourcing security service are experience of the vendor, cost charged by the vendor, resource capability of the vendor, vendor's past performance, compliance with statutory regulations, financial position of the vendor, ability to terminate the contract subject to breach by the vendor, and physical knowledge of the vendor. This implies that TAFIRI-Dar es Salaam adheres to the important criteria in selecting the vendor when outsourcing security service. By doing this it increases the chance for efficiency and effectiveness in outsourcing security service. The only weakness is that they lack proper verification mechanism to verify the information provided by vendor for some criteria like financial position and resource capability of the vendor.

By adhering to the important criteria TAFIRI-Dar es Salaam complies with the provision of PPA of 2011 and Public Procurement Regulation of 2013 which require procuring entities to adhere to criteria of experience and past performance in similar task, knowledge of local working conditions, capability with respect to personnel, equipment, and construction or manufacturing activities, financial position, current commitment and compliance with statutory required obligations when selecting the tendere. Also, the Act gives the chance for procuring entities to add any other criteria they see to be relevant.

These findings concur with the study by Simba (2013) on "Assessment of Effectiveness of Supplier Evaluation and Selection in Public Procurement in Tanzania a Case Study of Selected Procurement Entities (PEs)". In such a study it was found that the criteria adhered by PEs in selection of supplier were quality, past performance, supplier reliability, financial capability, technology, specifications, price, value for money, and time frame. The criteria of quality, past performance, financial capability, and price are the same like those adhered by TAFIRI-Dar es Salaam as revealed by the study.

4.3 Whether outsourcing has led to improvement of security service at TAFIRI-Dar es Salaam

The second objective of this study was to determine on whether outsourcing of security service has led to improvement of security service at TAFIRI-Dar es Salaam. Such improvement was enquired in four terms including the rate of incidents of theft of official resources, the level of security related skills of security guards, security facilities used by security guards, and the number of security guards used per shift after outsourcing. The findings resulting from the analysis of the data collected for this objective is as shown in the following section.

4.3.1 The rate of the incidents of theft of official resources after outsourcing

Through questionnaire the researcher sought for opinions from 21 respondents on the rate of incidents of theft of official resources after outsourcing of security service compared to the period before. Majority of respondents (61.9%) responded that the rate of the incidents of theft is lower than before while 28.6% responded that the rate of theft is almost the same as before. The rest 9.5% responded that the rate of theft is higher than before. That means outsourcing of security service has led to reduction of the incidents of theft at TAFIRI-Dar es Salaam.

Table 4.14 The rate of the incidents of theft of official resources after outsourcing of security service

Opinion	Number of respondents	Percent
Lower than before	13	61.9
Higher than before	2	9.5
Almost the same as before	6	28.6
Total	21	100.0

Source: Field Data (2016)

The findings from the interview with Procurement and Supplies Officer and Management Team support those from questionnaire. The interviewees urged that after outsourcing of security service the rate of the incidents of theft has become lower compared to the period before when the full time employed in-house security guards were used. The Head of Research had the following to say:

“...We are grateful that the incidents of theft have decreased to a great extent after outsourcing...There are very few reported cases of theft compared to the period when we had our own guards...”

The documentary review done by the researcher supports the findings obtained from questionnaire and interview. The researcher reviewed Security files for three years before outsourcing (2008/2009 – 2010/2011) and three years after outsourcing (2011/2012 – 2013/2014).

The documentary review indicated that for the period before outsourcing of security service (2008/2009 – 2010/2011) there were 4 incidents of theft. These include theft of 1 water tank (sim tank), theft of 2 full computer systems, theft of 1 piece of fence (wire fence) and theft of 1 UPS.

Table 4.15 Incidents of theft before outsourcing of security service

Year	Number of incidents	Stolen item
2008/2009	3	1 Water tank (Sim tank) 2 full computer systems 1 piece of fence (wire fence)
2009/2010	0	None
2010/2011	1	1 UPS
Total	4	

Source: Security Files Review (2016)

Also, the documentary review indicated that there were 2 incidents of theft prevailed for the period after outsourcing of security service (2011/2012 – 2013/2014). These include theft of 2 aluminium lids for toilet systems, and theft of 2 zodiac timber for rubber ding. This means that there were more incidents of thefts at the period before outsourcing compared to the period after outsourcing. This implies that outsourcing has led to the decrease of the incidents of theft by 50%

Table 4.16 Incidents of theft after outsourcing of security service

Year	Number of incidents	Item stolen
2011/2012	0	None
2012/2013	1	2 Aluminium lids for toilet system
2013/2014	1	2 Zodiac timber for rubber ding
Total	2	

Source: Security Files Review (2016)

Out of 13 respondents who responded that the rate of the incidents of theft is lower than before majority (28.6%) responded that the reason for lower incidents of theft after the use of outsourced security company is higher loyalty of security guards of the outsourced company, 9.5% responded that the reason is the use of security guards with higher security related skills after outsourcing, 4.8% responded that the reason is that the security guards of the outsourced security company use better weapons, 4.8% responded that the reason is better management of security guards of the outsourced company, 4.8% responded that the reason is absence of permission of security guards of the outsourced security company to enter inside the offices, and the last 4.8% responded that the reason is participation of employees of TAFIRI-Dar es Salaam in security related matters by security guards of the outsourced company.

The findings from the interview with management team of TAFIRI-Dar es Salaam on the reasons for lower incidents of theft support those from the questionnaire. The interviewees urged that the main reason for lower incidents of theft after outsourcing is high loyalty of security guards which results from fear of being held accountable in case of any theft. Moreover, they urged that once a case of theft occurs the outsourced company is held accountable.

As a result it cuts-off parts of the salaries of the security guards involved. The Human Resource and Administration officer had the following to say:

“....It seems that our employees were participating in one way or another to the incidents of theft that occurred before outsourcing.... In the current system the security guards are to a certain extent loyal to their jobs as they fear to be held accountable by their employer once a case of theft occurs....”

The findings indicate that there is reduction of theft after outsourcing of security service by fifty percent. As supported by the questionnaire respondents and interviewees, the main reasons for lower incidents of theft is higher loyalty of security guards of the outsourced security company resulting from their fear of being held accountable by their employer once the case of theft occurs.

These findings are in line with those of a study by Chuwa (2005) on “Assessment of the Effects of outsourcing of non-core service in higher learning institution a Case Study of UCLAS”. In that study, apart from other things, it was found that outsourcing of security service led to reduction of incidents of theft by 69.8%.

4.3.2 The facilities used by security guards

Through questionnaire the researcher sought for opinions from 21 respondents on whether the security facilities used by the security guards after outsourcing are better than those used before. Majority of respondents (76.2%) responded that the facilities used by security guards of the outsourced company are better than those used before while 23.8% responded that the security facilities used by the security guards of the outsourced security company are almost the same as before. This means that outsourcing of security service has led to improvement of security facilities used by security guards at TAFIRI-Dar es Salaam.

Table 4.17 Facilities used by the security guards of the outsourced company

Opinion	Number of respondents	Percent
Better than before	16	76.2
Worse than before	0	0.0
Almost the same as before	5	23.8
Total	21	100.0

Source: Field Data (2016)

Through questionnaire the researcher asked the respondents to mention any security facility used by the security guards of the outsourced company which is better than those used before outsourcing. Majority of the respondents (76.2%) mentioned the gun as the only facility used by the security guards of the outsourced company which is better than those used before. Only 23.8% responded that there is no facility used by the security guard of the outsourced company which is better than those used before.

The findings from questionnaire are supported by those from the interview with Procurement and Supplies Officer and Management Team of TAFIRI-Dar es Salaam. In such interview it was held that the facilities used by the security guards after outsourcing are better than before. The interviewees argued that the reason behind

their argument is that the security guards of outsourced companies use machine guns as the main facility while the former in-house security guards used machetes (panga) and clubs (rungu). The Centre Director had the following to say:

“...Generally, the facilities which are used by the security guards are better than those used before. This is because currently the security guards use machine guns while our former security guards used traditional facilities like machetes and clubs...”

The findings from questionnaire administered to 4 respondents who were the security guards of the outsourced company provide more support to those from questionnaire administered to employees of TAFIRI-Dar es Salaam, and the interview with Procurement and Supplies Officer and Management Team. The researcher asked them to mention the facilities that they use at TAFIRI-Dar es Salaam. All 4 respondents (100%) mentioned guns, clubs and weasel.

Moreover, the researcher sought opinions from 4 respondents on whether the facilities mentioned are of good quality or not. 3 respondents (75%) responded that the facilities are of poor quality as the guns used are traditional (gobole) which can't be effective in case of incidents. Only 1 respondent (25%) responded that the facilities are of good quality as they can be reliable in case of any incident.

In non-participant observation done the researcher observed that the type of the gun used is traditional one (gobole). Together with the gun the researcher observed machetes, and clubs.

In the interview with the Supervisor of security guards of the outsourced company, the Supervisor responded that they use poor guns as the contract with TAFIRI-Dar es Salaam does not specify the kind of guns to be used. Also, the Supervisor argued that other advanced guns like 'Automatic Riffle' are very expensive although they are still in the process of buying them. The Supervisor had the following to say:

“...Asili ya mkataba tulioingia na TAFIRI-Dar es Salaam haukuonesha aina ya bunduki tunayotakiwa kutumia. Hata hivyo bunduki nyingine ambazo ni bora zaidi kama 'Automatic Riffle' ni gharama sana ingawa tupo katika mchakato wa kuzinunua...”

When translated into English it becomes:

“...The nature of the contract that we have signed with TAFIRI-Dar es Salaam does not specify the kind of the guns that we are supposed to use. However, other guns which are more advanced like ‘Automatic Riffle’ are more expensive though we are in the process to buy them...”

The findings indicate that the security facilities used by security guards after outsourcing of security service are better than those used before. The main facilities which are better than those used before are guns. Although the guns used are of poor quality but they are still better than the machetes and clubs used before outsourcing. Outsourced company uses poor guns due to the fact that advanced guns are very expensive. Moreover, the nature of the contract signed between TAFIRI-Dar es Salaam and outsourced company does not specify the kind of gun to be used. This implies that the facilities used would be far better if the contract would specify in details the kind of facilities to be used.

The fact that the contract signed between TAFIRI-Dar es Salaam and outsourced company does not specify the kind of gun to be used confirms what has been stated in the Transactional Cost Economic Theory of William Oliver as explained by Perunovic and Pedersen (2007). One among the behavioural assumptions of this theory is bounded rationality which means that people have rationality but limited. Therefore, it is only possible for both parties in a transaction to sign an incomplete contract. The signing of the contract which does not specify the kind of the gun to be used between TAFIRI-Dar es Salaam and outsourced company means that the two parties have signed the incomplete contract.

These findings are in line with those from the study by Chuwa (2005) on “Assessment of the Effects of Outsourcing of Non-core Services in Higher Learning Institutions a Case Study of UCLAS”. In such a study apart from other things it was found that outsourcing of security service led to improvement of security facilities as the outsourced security guards started to use patrol vehicles, panic buttons, and patrol bicycles which were not used before.

4.3.3 Level of security related skills of the security guards

Through questionnaire the researcher sought for opinions from 21 respondents on whether the security guards used after outsourcing have higher level of security related skills than those used before. Majority of the respondents (52.4%) responded that the security guards of the outsourced companies have higher level of skills than those used before while only 23.8% responded that the level of skills of the security guards of the outsourced security company is lower than those used before. The rest 23.8% responded that the security guards of the outsourced security company have almost the same level of skills as those used before.

Table 4.18 Level of security related skills of security guards after outsourcing

Opinion	Number of respondents	Percent
Higher than those used before	11	52.4
Lower than those used before	5	23.8
Almost the same as those used before	5	23.8
Total	21	100.0

Source: Field Data (2016)

However, the findings from the interview with Procurement and Supplies Officer and Management Team were contrary to the findings above. The interviewees argued that the security guards used after outsourcing have lower security related skills than those used before. They argued that the contract requires them to use security guards who have attained security training like ‘mgambo’ but instead they employ unskilled youngme from streets. They argue that the reason for the company to use unskilled youngmen is to maximise profit as such security guards are paid lower than skilled ones. The Centre Director had the following to say:

“...Actually it is very disappointing. The management of the company just takes the young men from streets and use them as security guards here without our knowledge while the contract specifies that the security guards should have attended security related trainings like ‘mgambo’....”

The findings from the interview with Procurement and Supplies Officer and Management Team are supported by those from questionnaire administered to the 4 respondents who were the security guards of the outsourced company. The researcher sought for their response on whether they had attended any course related

to security. Out of 4 respondents 3(75%) responded that they hadn't attended any course related to security while only 1(25%) respondent responded that he had attended a security related course on normal security tactics. The researcher did also seek for respondents opinions on whether their employer gave them a chance to attend various security related training. Out of 4 respondents 3(75%) disagreed while only 1(25%) respondent agreed that he was being given a chance to attend security related training regularly.

In documentary review the researcher reviewed 3 personal files of the former in-house security guards used before outsourcing to see the skills possessed by them. The review depicted that out of 3 security guards 2 were retired soldiers from 'Jeshi la Kujenga Taifa' while 1 had attended 'Mgambo' training.

In non-participatory observation done the researcher witnessed lack of security related skills to the security guards. The researcher observed that the security guards leave the gun inside their office while the door is open and staying far. Also, on the reporting day the researcher came with another man who was dealing with different study. The man lied to them that he was the employee from TAFIRI-Headquarters. The security guards believed and allowed him to enter the office premises without signing or showing any identity as required by rules and regulations.

In the interview the Supervisor of security guards agreed that their security guards are unskilled. The supervisor argued that they sometimes employ unskilled youngmen with an intention of training them as the skilled security guards are not easy to get. However, they have become so busy to an extent that they fail to train the current security guards. The supervisor had the following to say:

"...Ni kweli kwamba hawa walinzi wa sasa hawana ujuzi wa kutosha. Muda mwingine tunachukua vijana wadogo wasio na ujuzi na kuwapa mafunzo kutokana na kwamba ni kazi kuwapata walinzi wenye ujuzi tayari. Hata hivyo kwa sasa tumekuwa na kazi nyingi kiasi kwamba tumeshndwa kuwapa mafunzo..."

When translated in English it becomes:

“...It is true that our current security guards are not enough skilled. Sometimes we recruit unskilled young men and training them as it is difficult to get skilled security guards. However, we have become so busy that we have failed to train them...”

The findings indicate that the security guards used after outsourcing of security service have lower security related skills than those used before. Although the contracts signed specify that the security guards should have security related skills like ‘mgambo’ but the management of outsourced companies breach the terms of these contracts as they just use unskilled young men from streets out of the knowledge of the management of TAFIRI-Dar es Salaam for profit maximisation.

The breach of the terms of the contract done by the management of outsourced companies confirms what has been stated in the Transactional Cost Economic Theory of William Oliver as explained by Perunovic and Pedersen (2007). One among the behavioural assumptions of this theory is opportunism which means that people deceitfully behave opportunistically at the expense of others. Therefore the use of unqualified security guards by the management of the outsourced companies with an intention to maximise profit contrary to what was specified in the contract means that the companies behave opportunistically at the expense of TAFIRI-Dar es Salaam. Also, such a breach of contract with an intention to maximize profit confirms what has been stated in the Agency Theory of Barry Mitnick and Stephen Ross as explained by Perunovic and Pedersen (2007).

Among other things the theory exposes the problem of divergent interests which is likely to exist between an agent and principal. The use of unqualified security guards by the management of outsourced security company for profit maximization indicates that the interests of the outsourced company is different from that of TAFIRI-Dar es Salaam which was to improve security of an organisation through outsourcing. The theory insists that such divergence of interests should be resolved at initial stage.

However, these findings are contrary to those from the study by Chuwa (2005) on “Assessment of the Effects of Outsourcing of Non-core Services in Higher Learning Institutions a Case Study of UCLAS”. In such study apart from other things it was found that the security guards used after outsourcing were more skilled compared to those used before. It seems that the reason behind this difference is that TAFIRI-Dar es Salaam faces the problem of breach of contract by the management of the outsourced company due to the fact that the contract require them to use security guards with at least ‘Mgambo’training but instead they take unskilled youngmen from streets.

4.3.4 Number of security guards used per shift

Through questionnaire the researcher asked 21 respondents who were the employees of TAFIRI-Dar es Salaam on whether the number of security guards used per shift after outsourcing is higher than those used before. Out of 21 respondents majority (47.6%) responded that the number of security guards used per shift after outsourcing is higher than those used before, 33.3% responded that the number of security guards used per shift is almost the same as those used before and 19.0% responded that the number of security guard used per shift is almost the same as before. This means that the number of security guards used per shift at TAFIRI-Dar es Salaam after outsourcing of security service is higher than before.

Table 4.19 The number of security guards used per shift after outsourcing

Opinion	Number of respondents	Percent
Higher than before	10	47.6
Lower than before	4	19.0
The same as before	7	33.3
Total	21	100.0

Source: Field Data (2016)

The interview with Procurement and Supplies Officer and Management Team supports the above findings. The interviewees said that the number of security guards used per shift after outsourcing was higher than before. They argued that before outsourcing there were 3 security guards whereby 1 was used at day time and 1 at

night time. But after outsourcing 2 security guards are used at day time and the other 2 at night time. The Centre Director had the following to say:

“...It is clear that the number of security guards used per shift after outsourcing is higher than before. Before outsourcing we had 3 security guards whereby 1 was used for day time and 1 for night time. After outsourcing 2 security guards are used in day time and the other 2 in night time...”

The findings from the questionnaire administered to 4 security guards provide more support to above findings. The respondents were asked to mention the number of security guards used per shift at TAFIRI-Dar es Salaam. All 4 respondents (100%) responded that 2 security guards are used for day time and the other 2 for night time.

The researcher did also seek respondents' opinions on whether the number of security guards used per shift is enough and the reason for their response. Out of 4 respondents 3(75%) agreed that the number is enough while only 1(25%) respondent disagreed. Out of 3 respondents who agreed 2 respondents responded that the reason for their agreement is that the area of office premises is small and therefore affordable for 2 respondents while 1 respondent responded that the reason for his agreement is that the security guards are experienced. The security guard who disagreed that the number of security guards is enough responded that the reason for his disagreement is that some of the incidents of theft especially those occurring during the night are too big for the 2 security guards to deal with.

In non-participatory observation the researcher observed two security guards used at day time. Also, the researcher observed that the area of TAFIRI-Dar es Salaam premises is small in size and therefore affordable for two security guards per shift.

The findings indicate that the number of security guards used per shift after outsourcing of security service is higher than before as after outsourcing 2 security guards are used at day time and the other 2 at night time while before outsourcing 1 security guard was used at day time and another 1 at night time. This number seems to be enough given the small size of the area of TAFIRI-Dar es Salaam.

Generally, the findings indicate that there is improvement in security service after outsourcing as indicated by reduction of the incidents of theft, improvement of security facilities, and the use of larger number of security guards per shift. However, such improvement is weakened by the use of unskilled security guards by the outsourced company for the sake of profit maximisation and poor contractual terms set between the two parties which have made the company to use poor traditional guns. Therefore, such improvement would be more reinforced if there were no breaches in contractual terms by the security company and also if there were well set contractual terms.

These findings are consistent with what was written by Thompson and Strickland (2003) on advantages of outsourcing. They revealed that one of the advantages of outsourcing is to enable an organisation to get higher quality and/or cheaper components or services than internal sources can provide.

Also, these general findings are in line with those from the study by Chuwa (2005) on “Assessment of the Effects of Outsourcing of Non-core Services in Higher Learning Institutions a Case Study of UCLAS”. In such study apart from other things it was found that outsourcing of security service led to improvement of security service. Moreover, the findings are consistent with those from the study conducted by PO PSM in PSOs including PO PSM (2000), President’s Office Public Planning (PO PP) (2003), Ethics Secretariat (2004) and Ministry of Health (MOH) (2004) on the Impact of Outsourcing of Non-core service including security service where it was found that outsourcing led to better delivery of such services.

4.4. Whether outsourcing of security service has led to reduction in total cost associated with security at TAFIRI – Dar es Salaam

The third objective for this study was to determine whether outsourcing of security service has led to reduction of total cost related to security service at TAFIRI-Dar es Salaam. Such cost was enquired in four items including salaries, allowances, benefits and security facilities. These items form the main areas where TAFIRI-Dar es Salaam had to incur cost for effectiveness of security service before outsourcing. The

findings and discussion resulting from analysis of the data for this objective is as shown in the following section.

4.4.1 Salaries

Through questionnaire administered to 21 respondents the researcher sought their opinions on whether outsourcing of security service has led to reduction of the total security cost resulted from payment of salaries to the former in-house security guards used before outsourcing. Majority of the respondents (57.1%) agreed that outsourcing of security service has led to reduction of total security cost resulted from payment of salaries while 23.8% disagreed. 19.0% of respondents responded that they don't know.

The findings from documentary review indicated that the total security cost resulted from payment of salaries three years before outsourcing (2008/2009 – 2010/2011) was TZS 33,759,230.00. That means payment of salaries contributed 77.7% of the total cost associated with security before outsourcing which was TZS 43,460,110.00. In three years after outsourcing (2011/2012 – 2013/2014) the total security cost resulted from payment of salaries to security guards became TZS 0.0. That means outsourcing of security service led to reduction of total security cost resulted from payment of salaries to security guards by 100.0%.

These findings are consistent with those from the study by Njau (2005) on “Effectiveness and Efficiency of outsourcing service delivery in Public organisations a Case Study of PO-PSM Dar es Salaam”. In such study apart from other things it was found that outsourcing led to total elimination of the total cost associated with payment of salaries to employees who were responsible for service delivery before outsourcing.

Table 4.20 Whether outsourcing has led to reduction of total security cost resulted from payment of salaries

Opinion	Number of respondents	Percent
Yes	12	57.1
No	3	23.8
I don't know	4	19.0
Total	21	100.0

Source: Field Data (2016)

4.4.2 Allowances

Through questionnaire the researcher sought for opinions from 21 respondents on whether outsourcing of security service has led to reduction of total security related cost resulted from payment of various allowances like extra duty and transport allowance during annual leaves to the former in-house security guards. Majority of respondents (81.0%) agreed that outsourcing of security service has led to reduction of total security related cost resulted from payment of allowances before outsourcing while only 4.8% disagreed. 14.3% responded that they don't know.

The findings from documentary review indicated that the total security cost resulted from payment of various allowances three years before outsourcing (2008/2009 – 2010/2011) was TZS 4,297,000.00. That means payment of allowances to security guards before outsourcing contributed 9.9% of the total cost associated with security which was TZS 43,460,110.00. The total security cost resulted from payment of allowances three years after outsourcing (2011/2012 – 2013/2014) was TZS 0.0. That means outsourcing of security service reduced the total security cost resulted from payment of allowances to security guards by 100.0%.

These findings are consistent with those from the study by Njau (2005) on “Effectiveness and Efficiency of outsourcing service delivery in Public organisations a Case Study of PO-PSM Dar es Salaam”. In such study apart from other things it was found that outsourcing led to total elimination of the total cost associated with payment of allowances to employees who were responsible for service delivery before outsourcing

Table 4.21 Whether outsourcing has led to reduction of total security cost resulted from payment of allowances

Opinion	Number of respondents	Percent
Yes	17	81.0
No	1	4.8
I don't know	3	14.3
Total	21	100.0

Source: Field Data (2016)

4.4.3 Benefits

Through questionnaire the respondents sought for response from 21 respondents on whether outsourcing of security service has led to the reduction of total security related cost resulted from payment of various benefits like pension paid to in-house security guards used before outsourcing at TAFIRI-Dar es Salaam. Majority of respondents (76.2%) agreed that outsourcing of security service has led to reduction of total security related cost resulted from payments of benefits while only 9.5% disagreed. 14.3% responded that they don't know.

Documentary review indicated that the total security cost resulted from payment of various benefits to security guards three years before outsourcing (2008/2009 – 2010/2011) was TZS 5,063,880.00. That means payments of benefits to security guards before outsourcing contributed 11.7% of the total cost associated with security which was TZS 43,460,11.00. In three years after outsourcing (2011/2012 – 2013/2014) the total security cost resulted from payment of benefits to security guards was reduced to TZS 0.0. That means outsourcing of security service reduced the total cost resulted from payment of benefits to security guards by 100.0%

These findings are consistent with those from the study by Njau (2005) on “Effectiveness and Efficiency of outsourcing service delivery in Public organisations a Case Study of PO-PSM Dar es Salaam”. In that study, apart from other things, it was found that outsourcing led to total elimination of the total cost associated with payment of benefits for employees who were responsible for service delivery before outsourcing.

Table 4.22 Whether outsourcing has led to reduction of total security cost resulted from payment of benefits

Response	Number of respondents	Percent
Yes	16	76.2
No	2	9.5
I don't know	3	14.3
Total	21	100.0

Source: Field Data (2016)

4.4.4 Security facilities

Through questionnaire the researcher sought for respondents' opinions on whether outsourcing of security service has led to reduction of total security related cost resulted from purchase of security facilities like guns, whistles and uniforms for in-house security guards used at TAFIRI-Dar es Salaam before outsourcing. Out of 21 respondents 76.2% agreed that outsourcing of security service has led to reduction of total security cost resulted from purchase of security facilities while 9.5% disagreed. 14.3% responded that they don't know.

Documentary review indicated that the total security cost resulted from the purchase of security facilities three years before outsourcing (2008/2009 – 2010/2011) was TZS 340,000.00. That means the purchase of security facilities before outsourcing contributed 0.8% of the total cost associated with security which was TZS 43,460,110.00. In three years after outsourcing (2010/2011 – 2013/2014) the total security cost resulted from purchase of security facilities was reduced to TZS 0.0. That means outsourcing of security service reduced the total cost resulted from purchase of security facilities by 100.0%.

These findings are consistent with those from the study by Njau (2005) on “Effectiveness and Efficiency of outsourcing service delivery in Public organisations a Case Study of PO-PSM Dar es Salaam”. In such a study apart from other things it was found that outsourcing led to total elimination of the total cost associated with purchase of security facilities for employees who were responsible for service delivery before outsourcing

Table 4.23 Whether outsourcing has led to reduction of total security cost resulted from purchase of security facilities

Response	Number of respondents	Percent
Yes	16	76.2
No	2	9.5
I dot know	3	14.3
Total	21	100.0

Source: Field Data (2016)

The findings from questionnaire above are highly supported by the findings from the interview conducted with Procurement and Supplies Officer and Management Team. The interviewees argued that outsourcing of security service has led not only to reduction but elimination of the salaries, allowances, benefits and security facilities which were bought for the former in-house security guards. This is because all employees who were working as security guards were re-categorised into other cadres. The Human Resources and Administrative Officer had the following to say:

“...First of all you have to know that after outsourcing of security service all security guards who were employed by TAFIRI were re-categorised into other cadres like office assistants cadre. Therefore, I can say that outsourcing has not only led to reduction of total security related cost but also it has totally eliminated such costs...”

The interviewees also urged that the total cost incurred in security section before outsourcing is larger than the total cost incurred after outsourcing due to the fact that the outsourced companies charge the fee which is lower than combined cost of salaries, allowances, benefits and salaries put together. The Centre Accountant had the following to say:

“...It is very clear that the total cost incurred by TAFIRI-Dar es Salaam before outsourcing is larger than the total cost after outsourcing as the fee charged by the companies is fixed and lower than the combined cost of salaries, allowances, benefits, and facilities bought for the former in-house security guards...”

The findings from documentary review do also support the above findings. The researcher reviewed the personal files of the former in-house security guards, circulars, security files, procurement files, and financial reports three years before outsourcing of security service (2008/2009 – 2010/2011) and three years after

outsourcing (2011/2012-2013/2014) so as to determine the difference in total security cost before and after outsourcing.

The review depicted that the total security cost before outsourcing was TZS 43,460,110.00. Such cost resulted from payments for salaries, allowances, benefits, and security facilities for the former in-house security guards.

Table 4.24 Summary of total security cost for three years before outsourcing of security service (2008/2009 – 2010/2011)

Financial year	Item	Cost (TZS)
2008/2009	Salaries	9,970,940.00
	Allowances	2,584,000.00
	Benefits	1,495,641.00
	Security facilities	120,000.00
Total		14,170,581.00
2009/2010	Salaries	10,765,920.00
	Allowances	78,000.00
	Benefits	1,614,888.00
	Security facilities	85,000.00
Total		12,543,808.00
2010/2011	Salaries	13,022,370.00
	Allowances	1,635,000.00
	Benefits	1,953,351.00
	Security facilities	135,000.00
Total		16,745,721.00
Grand Total		43,460,110.00

Source: Researcher compilation (2016)

Also, the review indicated that after outsourcing the total security cost was TZS 33,120,000.00. Such cost resulted only from payment of monthly fees charged by the outsourced security companies for their armed and unarmed security guards. This means that the total security cost after outsourcing is less than the total security cost before outsourcing by TZS 10,340,110.00 which is equivalent to 23.8%.

Table 4.25 Summary of total security cost for three years after outsourcing of security service (2011/2012 – 2013/2014)

Year	Description	Cost (TZS)
2011/2012	2 armed guards @ 200,000 x12	4,800,000.00
	2 unarmed guards @ 180,000 x12	4,320,000.00
Total		9,120,000.00
2012/2013	2 armed guards@ 280,000x12	6,720,000.00
	2 unarmed guards @ 220,000x12	5,280,000.00
Total		12,000,000.00
2013/2014	2 armed guards @ 280,000x12	6,720,000.00
	2 unarmed guards @220,000x12	5,280,000.00
Total		12,000,000.00
Grand total		33,120,000.00

Source: Researcher compilation (2016)

Generally, outsourcing of security service has led to reduction of total security cost by 23.8% as indicated by Table 4.24 and 4.25. Such decrease is due to the fact that the total security cost resulting from payment of monthly fee charged by outsourced company is less than the combined cost resulted from payments for salaries, allowances, benefits, ad security facilities before outsourcing.

These findings support what was written by URT (2011) that the main reasons for outsourcing are efficiency and cost effectiveness. Also, the findings are in line with what was written by Flatworld Solution Pvt Ltd (2015) on advantages of outsourcing whereby one of the advantages mentioned was reduction of operational and recruitment cost.

Also, the findings of this study relate with the study conducted by Chuwa (2005) on the Effects of Outsourcing of Non-core Services in Higher Learning Institutions a case study of UCLAS. In such study it was found that outsourcing of non-core service led to cost effectiveness. However, these findings are different from those of the study conducted by PO PSM at several PSOs including Ministry of Education (2004) and Morogoro Regional Hospital (2004) on the Impact of Outsourcing of Non-core service including security. In such a study it was found that outsourcing of non-core service led to increased cost. The reasons for this difference can be due to the nature of environment of TAFIRI-Dar es Salaam as compares to those of Ministry of Education and Morogoro Regional Hospital.

The later have complex environment which necessitate the use of the security company of higher grade with large number of security guards per shift.

4.5 Challenges associated with outsourcing of security services at TAFIRI – Dar es Salaam

The fifth objective for this study was to investigate the challenges associated with outsourcing of security service at TAFIRI-Dar es Salaam. The study investigated common challenges facing most of organisations as the result of outsourcing services. These challenges were the risk of exposure of TAFIRI-Dar es Salaam's confidential data, hidden cost associated with outsourcing, provision of security service with substandard quality, lack of the vendor's concentration on serving TAFIRI-Dar es Salaam due to serving multiple customers, low morale of employees of un-outsourced non-core service cadres, and fear among employees of un-outsourced non-core service cadre. The findings and discussion resulting from analysis of the data collected for this objective is as shown in the following section.

4.5.1 Risk of exposure of confidential data

Questionnaire respondents were asked on whether outsourcing of security services has led to exposure of TAFIRI-Dar es Salaam's confidential data by security guards of the outsourced security company. These are organisational data that for several reasons are not allowed to be made public. Out of 21 respondents majority (71.4%) agreed that outsourcing of security service has led to the risk of exposure of confidential data, 19.0% disagreed while 9.5% responded that they don't know. This means that there is a challenge of the risk of exposure of TAFIRI-Dar es Salaam's confidential data after outsourcing of security service.

Table 4.26 Risk of exposure of TAFIRI-Dar es Salaam's confidential data

Opinion	Number of response	Percent
Yes	15	71.4
No	4	19.0
I don't know	2	9.5
Total	21	100.0

Source: Field Data (2016)

4.5.2 Hidden cost associated with outsourcing

Questionnaire respondents were asked on whether the use of outsourced security company has led to the challenge of hidden cost. These are unforeseen additional expenses or negative consequences resulting from the use of outsourced security company instead of the former in-house security guards. Out of 21 respondents majority (57.1%) disagreed that there is a challenge of hidden cost associated with outsourcing of security service at TAFIR-Dar es Salaam, 33.3% agreed, and 9.5% responded that they don't know. That means the use of outsourced security company has not led to hidden cost at TAFIRI-Dar es Salaam.

Table 4.27 Hidden cost associated with outsourcing of security service

Opinion	Number of respondents	Percent
Yes	7	33.3
No	12	57.1
I don't know	2	9.5
Total	21	100.0

Source: Field Data (2016)

4.5.3 Provision of security service with sub-standard quality

Questionnaire respondents were asked on whether the use of outsourced security company has led to provision of security service with sub-standard quality. This is the service which is below the agreed or prescribed levels. Out of 21 respondents 52.4% disagreed that outsourcing of security service has led to the challenge of provision of security service with sub-standard quality at TAFIRI-Dar es Salaam while 47.6% agreed. This means that the use of outsourced security company has not led to provision of substandard security service at TAFIRI-Dar es Salaam.

Table 4.28 Provision of security service with sub-standard quality

Opinion	Number of respondents	Percent
Yes	10	47.6
No	11	52.4
I don't know	0	0.0
Total	21	100.0

Source: Field Data (2016)

4.5.4 Lack of vendor's concentration on serving TAFIRI-Dar es Salaam

Questionnaire respondents were asked on whether outsourcing of security service has led to lack of vendor's concentration on serving TAFIRI-Dar es Salaam. That means lower focus of efforts in terms of time and resources utilised to provide good service. Out of 21 respondents majority (66.7%) disagreed that outsourcing of security service has led to the challenge of lack of vendor's concentration on provision of good service at TAFIRI-Dar es Salaam as the result of serving multiple customers, while 28.6% agreed. 4.8% responded that they don't know. This means outsourcing of security service has not led to the challenge of lack of vendor's concentration on serving TAFIRI-Dar es Salaam.

Table 4.29 Lack of vendor's concentration on serving TAFIRI-Dar es Salaam

Opinion	Number of respondents	Percent
Yes	6	28.6
No	14	66.7
I don't know	1	4.8
Total	21	100.0

Source: Field Data (2016)

4.5.5 Low morale of employees in un-outsourced non-core service cadres

Questionnaire respondents were asked on whether outsourcing of security service has led to lower morale of employees belonging to un-outsourced non-core service cadre. Out of 21 respondents majority (85.7%) disagreed that outsourcing of security service has made employees of other non-core service cadre which are yet to be outsourced to lose morale in performing their duties at TAFIRI-Dar es Salaam, while 14.3% agreed. This means that outsourcing has not interfered with the morale of employees in un-outsourced cadre to perform their daily duties.

Table 4.30 Low morale of employees in un-outsourced non-core service cadres

Opinion	Number of respondents	Percent
Yes	3	14.3
No	18	85.7
I don't know	0	0.0
Total	21	100.0

Source: Field Data (2016)

4.5.6 Fear among employees in un-outsourced non-core service cadres

Questionnaire respondents were asked on whether outsourcing of security service has led to fear among employees in un-outsourced non-core service cadres. Such fear would result from uncertainty about their jobs in the near future due to the probability of continuity of outsourcing process in such cadres like cleanliness.

Out of 21 respondents majority (66.7%) disagreed that outsourcing of security service has developed fear among the employee of non-core service cadres which are yet to be outsourced as the result of the possibility of their cadre to be outsourced in future while 33.3% agreed. This means outsourcing of security service has not led to the challenge of fear among employees in un-outsourced non-core service cadres.

Table 4.31 Fear among employees in un-outsourced non-core service cadres

Opinion	Number of respondents	Percent
Yes	7	33.3
No	14	66.7
I don't know	0	0.0
Total	21	100.0

Source: Field Data (2016)

After giving their opinion on whether the challenges outlined in questionnaire are experienced at TAFIRI-Dar es Salaam as the result of outsourcing of security service the researcher asked the respondents to mention other challenges they know. Out of 21 respondents majority (38.1%) responded that the security guards are paid their salaries late by their company, 19.0% responded that the security guards are paid lower salaries by their companies, 4.8% responded that the security guards lack the needed qualifications, 4.8% responded that the security guards use poor facilities, 4.8% responded that the outsourced company have the tendency of breaching the contract, 4.8% responded that there is high cost incurred in the process of outsourcing security service and 23.8% responded that there is no any other challenge.

Table 4.32 Other challenges facing TAFIRI-Dar es Salaam as the result of outsourcing security service

Challenge	Number of respondents	Percent
Late salaries	8	38.1
Low salaries	4	19.0
Lack of qualified staff	1	4.8
Poor facilities	1	4.8
Breach of Contract	1	4.8
High outsourcing cost	1	4.8
None	5	23.8
Total	21	100.0

Source: Field Data (2016)

In the interview with Procurement and Supplies Officer and Management Team the interviewees provided the challenges associated with outsourcing of security service at TAFIRI-Dar es Salaam. These challenges are almost the same to those mentioned by respondents in Table 4.32. These challenges are as follows:-

The first challenge explained in the interview with Procurement and Supplies Officer and Management Team is late payment of the monthly fees paid to outsourced company: The interviewees revealed that many times TAFIRI-Dar es Salaam fails to pay monthly fees charged by outsourced company as the result of fluctuation in the flow of ‘Other Charges’ fund from parental ministry. They argued that this makes the outsourced company fail to pay salaries to their security guards earlier and hence causing problems like strikes. The Centre Accountant had the following to say:

“..The major challenge that we normally face is failure to make timely payment of the monthly fees charged by the service provider. This is due to the inconsistent flow of ‘other charges’ fund from the ministry. As a result the service provider fails to pay the security guards on time and therefore causing problems like strikes...”

The findings from questionnaire administered to security guards supports the interview findings. Two out of 4 (50%) respondents responded that they face the challenge of late payment in provision of security service at TAFIRI-Dar es Salaam. It seems that the reason for late salaries is still late payment of security fees.

The interview with supervisor of security guards provide more support to the above findings. The supervisor revealed that there is frequent delay of payment of monthly fees for provision of security fees by TAFIRI-Dar es Salaam. The supervisor added that the main way they use in dealing with this problem is to ask for employees' patience and sometimes offering them salary advance.

The second challenge explained in the interview with Procurement and Supplies Officer and Management Team is lower salaries paid to security guards of the outsourced company: The interviewees revealed that the security guards of the outsourced company are paid lower salaries which can make them tempted to steal official properties. The Head of Research had the following to say:

“...The salaries paid to security guards are very low given the nature of life at Dar es Salaam which is so expensive. This is a threat to security situation as they can easily be tempted to steal...”

The findings from questionnaire administered to security guards support the above interview findings. 2 out of 4 (50%) responded that they get low salaries after being asked on the challenges they face when providing security service at TAFIRI-Dar es Salaam.

The interview with the Supervisor of security guards of the outsourced company, the Supervisor provide more support to the above findings. The supervisor revealed that they pay the armed guard TZS 120,000.00 and unarmed guard TZS 100,000.00 per month. The supervisor argued that they pay low given the nature of the amount of payment received as a monthly fee for security guards where by it is TZS 280,000.00 for armed guard and TZS 200,000.00 for unarmed guard.

The third challenge explained in the interviewees with Procurement and Supplies Officer and Management Team is breach of terms of the contract by management of outsourced company: The interviewees revealed this as one of the great challenges and a source of many security problems. They argued that the security company normally acts contrary to the contract. As for instance, they use unskilled guards, and

also unarmed guards especially during night times. The Centre Director had the following to say:

“...To my opinion the breach of contract is the source of many security problems. For instance the company uses unskilled labour, and unarmed guards especially during night times...”

In the interview with the Supervisor of the security guards, the Supervisor argued that some things are done for emergencies but not the breach of contract. The supervisor provided an example that when the gun is not in a good condition they can allow their guards to work without it. The supervisor argued that they can't inform the management of TAFIRI-Dar es Salaam each and everything for security purpose.

The fourth challenge explained in the interview with Procurement and Supplies Officer and Management Team is poor Security facilities: The interviewees revealed that TAFIRI-Dar es Salaam lacks a lot of important security facilities which would strengthen security situation. They mentioned such facilities like Security lights, alarm system, and security camera. They argued that the reason behind this is that they procure the low grade companies given their low ability to pay. The Human Resource and Administrative Officer had the following to say:

“...TAFIRI-Dar es Salaam lacks important security facilities like alarm system, and CCTV cameras. The reason behind this is that we lack financial ability to procure high grade companies which can provide such facilities...”

Observation done by the researcher around TAFIRI-Dar es Salaam premises supports the interview findings. the researcher observed absence of important security facilities like alarm system and security lights at TAFIRI-Dar es Salaam.

After asking questions on challenges the researcher sought for respondents opinion on whether TAFIRI-Dar es Salaam makes any efforts to get rid of the challenges resulted from outsourcing of security service. Out of 21 respondents majority (81.0%) agreed that TAFIRI-Dar es Salaam makes efforts to get rid of challenges resulting from outsourcing while 19.0% disagreed.

Table 4.33 Whether TAFIRI-Dar es Salaam make any efforts to get rid of challenges of outsourcing security service

Response	Number of respondents	Percent
Yes	17	81.0
No	4	19.0
Total	21	100.0

Source: Field Data (2016)

The researcher sought response from the respondents on what is the effort made by TAFIRI-Dar es Salaam to get rid of the challenges resulted from outsourcing of security service. Such response was sought from 17 respondents who agreed that TAFIRI-Dar es Salaam makes efforts to get rid of the challenges resulted from outsourcing of security service. Out of 17 respondents 28.6% responded that TAFIRI-Dar es Salaam strives to ensure timely payment of monthly fees charged by the outsourced company, 23.8% responded that TAFIRI-Dar es Salaam consults the management of outsourced companies regularly in case of any problem, 19% responded that TAFIRI-Dar es Salaam changes the service provider who delivers poor service, 4.8% responded that TAFIRI-Dar es Salaam consults the parental ministry regularly for early disbursement of fund, and 4.8% responded that TAFIRI-Dar es Salaam consults the security guards of the outsourced company.

In the interview with Procurement and Supplies Officer and Management Team the interviewees revealed the efforts made by TAFIRI-Dar es Salaam to reduce the challenges resulting from outsourcing of security service and improve security. The efforts revealed were as follows:-

One of the efforts revealed is to strive to ensure timely payment of monthly fees charged by the outsourced companies through borrowing money from research projects and developmental fund. The interviewees urged that although this is not legally allowed but seems to be the only way to get money apart from “other charges fund”. The Centre Director had the following to say:

“..Normally, we borrow money from research projects and developmental funds. Although this is not legally allowed but seems to be the only alternative way to get money...”

Another effort revealed is frequent consultation with management of Security Company. The interviewees urged that TAFIRI-Dar es Salaam consults the management of outsourced company through letter or table discussion. The Human Resources and Administrative Officer had the following to say:

“...In some cases we consult the management of outsourced company on the prevailing challenges. Normally, we consult them through letters, or table discussion...”

Moreover, the interviewees revealed that TAFIRI-Dar es Salaam makes frequent changes of security providers in case of poor performance. They argued that they have already worked with three security companies since the start of outsourcing of security service on September 2011. The procurement and Supplies Officer had the following to say:

“...Another attempt made by our centre to reduce the challenges is changing of security companies in case of poor performance. Up to this moment we have already employed three companies...”

Documentary review indicated that since the start of outsourcing of security service on September 2011 TAFIRI-Dar es Salaam to the time of data collection for this study TAFIRI-Dar es Salaam had already used three security companies

The researcher sought for suggestions from the respondents on what should be done to reduce the challenges resulting from outsourcing of security service and improve security service. Out of 21 respondents majority (28.6%) suggested there should be a permanent solution to the problems related with salaries, 19.0% suggested that there should be frequent check-up to realise any breach of contract, 14.3% suggested the restoration of the old in-house security system, 14.3% suggested that there should be improvement in security facilities, 9.5% suggested creation of supportive environment for security service at TAFIRI-Dar es Salaam premises, 9.5% suggested that the outsourced company should adhere to the principle of effective human resource management, and 4.8% suggested that there should be frequent consultation with outsourced company.

Table 4.34 Ways to reduce the challenges resulting from outsourcing

Response	Number of respondents	Percent
Permanent solution for problems related to salaries	6	28.6
Frequent check-up to realise any breach of contract	4	19.0
Restoration of old in-house security system	3	14.3
Improvement of security facilities	3	14.3
Creation of supportive environment for security service	2	9.5
Adherence to principles of effective human resource management	2	9.5
Frequent consultation with outsourced company	1	4.8
Total	21	100.0

Source: Field Data (2016)

In the interview with Procurement and Supplies Officer and Management Team of TAFIRI-Dar es Salaam the interviewees suggested the following:-

The first suggestion suggested by the interviewees is that there should be proper verification mechanism for the information provided by security companies in their bids so as to avoid selecting the company basing on false information. The Procurement and Supplies Officer had the following to say:

“...The management should design proper mechanism to verify the information provided by tenderers in their bids. This will be helpful in avoiding the challenges resulting from selecting the company on the basis of false information...”

They also suggested that there should be frequent follow-up in execution of the contract so as to realise any challenge earlier. The Human Resource and Administrative Officer had the following to say:

“...Regular follow-up is also very important during execution of the contract. This will help us to realise any challenge earlier and therefore being in position to solve before it becomes serious...”

Another suggestion was that there should be alternative sources of fund instead of depending hundred percent to ‘Other Charges’ fund from the parental ministry. The Centre Accountant had the following to say:

“...I think it is time for TAFIRI-Dar es Salaam to think on designing and implementing alternative sources of fund apart from ‘other charges...”

From questionnaire administered to security guards of the outsourced company 3 out of 4 respondents (75.0%) suggested that there should be permanent solution for their problems related to salaries while 1 out of 4 (25.0%) responded that there should be consultation between the management of security company and security guards

The supervisor of the security guards suggested that the best way to reduce the existing challenges and improve security service at TAFIRI-Dar es Salaam is regular consultation between management of outsourced company and TAFIRI-Dar es Salaam.

“...Kwa upande wangu nadhani njia pekee ya kupunguza changamoto ni kuwa na mawasiliano ya mara kwa mara kati ya uongozi wa kampuni yetu na ule wa TAFIRI-Dar es Salaam. Tunatakiwa kuzungumza kuhusiana na njia za kutatua changamoto zinazotokea...”

When translated into English becomes:

“...To my opinion, I think the only way to reduce the existing challenges is regular consultation between the management of our company and that of TAFIRI-Dar es Salaam. We should talk on the ways to solve the arising challenges...”

Generally, the findings show that the challenges facing TAFIRI-Dar es Salaam as the result of outsourcing of security service are risk of exposure of confidential data, late payment of fees charged by outsourced security company, low salaries paid to security guards, breach of the terms of the contract by management of security company, and poor security facilities. This implies that once these challenges are eliminated outsourcing of security service at TAFIRI-Dar es Salaam will be more effective and efficient.

The challenge of the risk of exposure of confidential data is the same as what was written by Flatworld solution Pvt (2015) on the challenges associated with outsourcing. The author mentioned that one of the challenges associated with

outsourcing is the risk of exposing confidential data. Other challenges mentioned include synchronising the deliverables, hidden cost and lack of customer focus,

The challenge of lower salaries paid to security guards and breach of contracts are consistent with the findings of the study of Njau (2005) on Effectiveness and Efficiency of Outsourcing Service Delivery at PO PSM. In such study it was found that outsourced firms are not adhering to all standards in accordance with the contract. Also, security guards were paid very low compared to minimum standards. However, the challenge of late payment of fees and poor security facilities differs with the study of Njau (2005). It seems that the reason for such difference is difference in the economic condition of the state between the periods of conducting the two studies. Also, there is difference in priority taken by the government of URT in allocation of resources between PSOs.

Also, the challenges of lower security guards salaries and poor security facilities are consistent with those revealed in the study by Chuwa Chuwa (2005) on Assessment of the Effects of Outsourcing of Non-core Services in Higher Learning Institutions using UCLAS as a case study. In such study it was found that despite improvement in security service after outsourcing, there were the challenges of lower salaries paid to security guards and poor security facilities characterised by defective guns.

TAFIRI-Dar es Salaam make efforts to get rid of the challenges resulting from outsourcing. These efforts include to ensure timely payment of monthly fees charged by the security company through borrowing from other funds like research projects and developmental fund, consultation with management of outsourced company, and change of service provider in case of poor service.

In case of suggestions on the ways to get rid of challenges resulting from outsourcing of security service the employees suggested that there should be permanent solution to the problems related to salaries paid to security guards like low salaries and late salaries, frequent check-up so as to realise any breach of contract, restoration of old in-house security system, improvement in security service, creation of supportive environment for security service, the security company should adhere to the

principles of effective Human Resource Management in managing their security guards, and frequent consultation between TAFIRI-Dar es Salaam and outsourced company.

The Procurement and Supplies Officer and Management Team of TAFIRI-Dar es Salaam suggested that there should be proper verification mechanism for information submitted by security companies in their bids so as to avoid selecting the company on the basis of false information, there should be frequent follow-up in execution of the contract so as to realise any breach, and there should be alternative sources of fund apart from 'other charges'.

The security guards of the outsourced security company suggest that there should be permanent solution for problems related to salary payments to security guards, and also the company should consult its security guards so as to understand their problems.

The supervisor of the security guard suggested that there should be consultation between the management of TAFIRI-Dar es Salaam and outsourced company in case of any challenge.

4.6 Chapter summary

The chapter has provided the findings and discussion pertaining demographic characteristics of the respondents, as well as research objectives and questions.

In such findings it has been indicated that TAFIRI-Dar es Salaam adheres to important criteria in selecting the vendor when outsourcing security service. Also, there is improvement of security service at TAFIRI-Dar es Salaam after outsourcing. Moreover, outsourcing of security service has led to reduction of total security related cost at TAFIRI-Dar es Salaam. Lastly, TAFIRI-Dar es Salaam is faced by some challenges as the result of outsourcing of security service.

CHAPTER FIVE

SUMMARY, CONCLUSION AND POLICY IMPLICATIONS

5.0 Introduction

This chapter presents summary, conclusion, recommendations, and policy implications which different stakeholders should work on to improve the situation of outsourcing of security services in Public Sectors Organisations.

5.1 Summary

The study intended to examine the effectiveness of outsourcing of security service at TAFIRI-Dar es Salaam. The study applied the case study design. The specific objectives of the study were to determine whether TAFIRI-Dar es Salaam adheres to the important criteria in selecting the vendor when outsourcing security service, to determine whether outsourcing has led to improvement of security service at TAFIRI-Dar es Salaam, to determine whether outsourcing has led to reduction of total cost related to security service at TAFIRI-Dar es Salaam and to investigate the challenges facing TAFIRI-Dar es Salaam as the result of outsourcing of security service. The study involved 32 respondents whereby 21 were selected through simple random sampling, 7 through purposive sampling and 4 through convenience sampling. The study employed all primary data collection methods which are questionnaire, interview, and observation as well as secondary method which was interview. Both statistical and non-statistical data analysis methods were used basing on the nature of data.

The findings of the study indicate TAFIRI-Dar es Salaam adheres to important criteria in selecting the vendor when outsourcing security service. Also, there is improvement of security service at TAFIRI-Dar es Salaam after outsourcing. Moreover, outsourcing of security service has led to reduction of total security related cost at TAFIRI-Dar es Salaam. , TAFIRI-Dar es Salaam is faced by some challenges as the result of outsourcing of security service.

5.2 Conclusion

The following conclusions have been drawn on the basis of the findings in each of the specific objective as follows:-

5.2.1 Whether TAFIRI-Dar es Salaam adhere to the important criteria in selecting the vendor when outsourcing security service

This was the first objective of the study. On the basis of the findings on this objective it is concluded that TAFIRI-Dar es Salaam adheres to the important criteria in selecting the vendor when outsourcing security service. The only problem is that it lacks proper verification mechanism to some criteria like financial position of the vendor. This sometimes leads to selection of the vendor basing on false information submitted in the bids and therefore causing security problems. For instance, when TAFIRI-Dar es Salaam delays to pay monthly fees charged by the outsourced company, the company which was selected on the basis of false information fails to pay its security guards too and therefore causing problems likes strikes. Late payment of salaries can also make security guards being tempted to steal.

5.2.2 Whether outsourcing has led to improvement of security service at TAFIRI-Dar es Salaam

This was the second objective of the study. On the basis of the findings on this objective it is concluded that there is improvement in security service after outsourcing of security service due to the fact that there is reduction of the incidents of theft, there is the use of a larger number of security guards per shift and also there is the use of better weapons compared to the period before. The only exception is that the security guards used are less skilled than those used before outsourcing. This situation is caused by the breach of the contract by the management of the outsourced company as the contract states that the company should use skilled security guards but instead it uses unskilled young men from streets. Also, the weapons (guns) used by security guards are poor due the fact that the contract does not specify the kind of guns to be used by the outsourced company. Despite the poor

nature of the guns used they are still better than the weapons used before outsourcing which were clubs and machetes.

5.2.3 Whether outsourcing has led to reduction of total cost related to security service at TAFIRI-Dar es Salaam

This was the third objective of the study. On the basis of the findings on this objective it is concluded that outsourcing of security service has led to reduction of total cost related with security service. This reduction is attributed to the fact that the monthly fees charged by the outsourced company per month is less than the combined cost of salaries, allowances, benefits and security facilities incurred by TAFIRI-Dar es Salaam for the former in-house security guards used before outsourcing. Such reduction is also attributed by the fact that after outsourcing no employee remained as security guard. Therefore, the only cost incurred in security service is the monthly fees charged by the outsourced company

5.2.4 Challenges facing TAFIRI-Dar es Salaam as the result of outsourcing of security service

This was the fourth objective of the study. On the basis of the findings on this objective it is concluded that despite its effectiveness, outsourcing of security service at TAFIRI-Dar es Salaam is faced by many challenges resulting from outsourcing of security service. These challenges include late payment of the fees charged by the security company, lower salaries paid to security guards of the outsourced company, breach of the terms of the contract by the management of the outsourced security company and the use of poor security facilities. TAFIRI-Dar es Salaam makes various efforts to get rid of these challenges. One of the efforts is like striving to make timely payment of the monthly fees charged by the security company in different ways like borrowing money from research projects and development funds. Other efforts are to make consultation with the outsourced company in case of any challenge, and changing of security companies. The main ways to reduce challenges proposed are like to find permanent solution on the problems related to salaries of security guards, to be careful in selecting the vendor when outsourcing, frequent follow-up in execution of the contract so as to realise any breach, to have proper

verification mechanism to verify information presented by vendors into their bids and to find alternative source of fund instead of depending a hundred percent on parental ministry.

5.3 Recommendations

The following recommendations are put forward based on the challenges revealed by the study as follows:-

5.3.1 To Management of TAFIRI-Dar es Salaam

Firstly, TAFIRI-Dar es Salaam should establish proper verification mechanism for each kind of the information submitted by the vendors with their bid when outsourcing security service. This will help them in selecting the vendor with proven qualifications and therefore avoid the fate of selecting the vendor basing on false information.

Also, there should be day-to- day monitoring and evaluation of the security service provided by the outsourced company so as to realise whether the service is up to the level agreed. There should be special team for this task. Monitoring and evaluation can help TAFIRI-Dar es Salaam to discover any breach of contract earlier and therefore being in position to take action before the breach harms the organisation.

Another recommendation is that TAFIRI-Dar es Salaam should find alternative sources of fund instead of depending on the fund from parental ministry which is inconsistent and unpredictable. That means there should be creativity in designing and implementing the projects that will act as alternative source of fund for the centre to meet some of its costs like payments of monthly fees charged by security guards timely. Self-generated fund can even help them to procure higher grade company with better security facilities like CCTV Camera, alarm system and advanced weapons.

Moreover, TAFIRI-Dar es Salaam. should have regular consultation with management of outsourced company. Such consultation can help the two to discuss together on different challenges and ways that can be used in solving such challenges before they become detrimental to security situation.

Lastly, TAFIRI-Dar es Salaam should create supportive environment for security service. That means it should make sure that it put in place the facilities that would make security guards perform their duty more effectively. Examples of such facilities are security lights and CCTV Cameras.

5.3.2 To the management of outsourced company

As the provider of security service the researcher recommend the following to the management of outsourced company.

Firstly, the management of the company should provide service with extreme loyalty so as to attract more customers. Such loyalty should start from the information presented in their bids to the execution of the contract. Loyalty will help the company to avoid the breach of contractual terms and produce security service up to specification.

Also, the management of the company should at least find the way to improve the salaries paid to security guards as good salaries tend to have performance implications.

Another recommendation is that, the management of the company should inform the management of TAFIRI-Dar es Salaam on any emergency in advance so as to avoid being seen that they breach contractual terms. For instance, if the gun is not a good working condition they should inform TAFIRI-Dar es Salaam on this. This will help to maintain good contractual relationship between the two.

Lastly, the management of the company should strive to improve their weapons particularly guns. The guns used (gobole) are so primitive and can't be effective in case of any incident.

5.3.3 To the responsible ministry

The Ministry responsible with Agriculture, fisheries and Livestock Development to which TAFIRI-Dar es Salaam belong should ensure that there is consistent flow of ‘Other Charges’ funds to all its institutions so as to avoid their failure to meet important costs like security cost. Apart from consistent flow of other charges funds, it can find the ways of empowering its institutions to generate their own funds in different ways like giving them capital for fund raising projects.

5.4 An Area for further research

Due to the results of this study there is a need for more scientific findings on whether the government empowers PSOs to deal with the challenges encountered in outsourcing of non-core services including security service. This is because, as it is shown by the finding of this study, despite its positivity outsourcing has numerous challenges.

5.5 Policy implications

The policy implication resulting from the findings of this study is that the government should make enough preparation before putting any policy into practice. It seems that the government ordered PSOs to outsource non-core service including security without considering ability of itself and some of PSOs to pay fees charged for such services.

Also, the government can consider to abandon the policy of outsourcing which seems to be faced by many challenges and put in place Public-Private Partnership (PPP) policy, which seems to have at least few challenges. In this policy, the PSOs and Private firms would share responsibility in provision of service. As for instance, in provision of security service the private company would provide security guards while the PSO would partly manage such security guards and therefore reducing the challenges of breach of contract, poor service and so forth.

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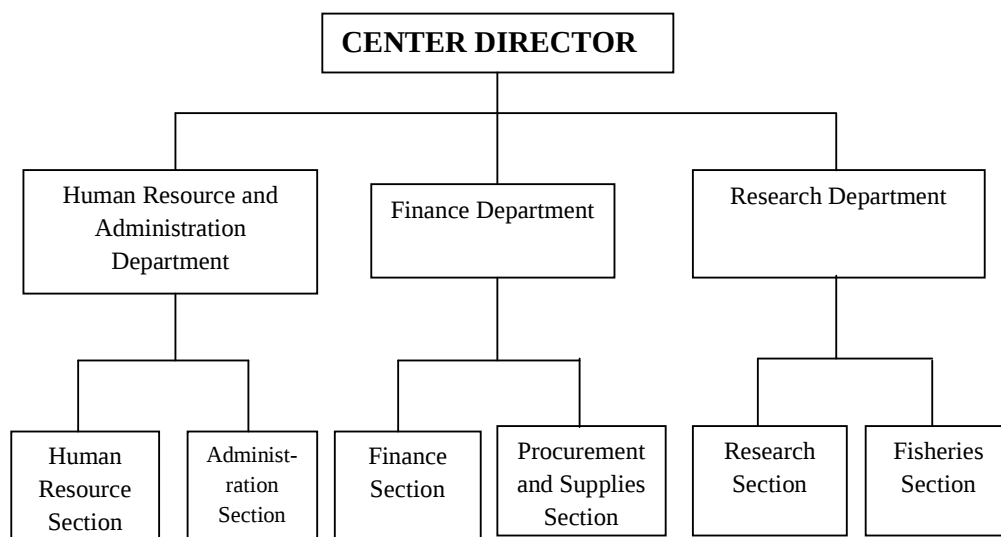
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APPENDICES

APPENDIX I

TAFIRI DAR ES SALAAM ORGANISATION STRUCTURE



Source: TAFIRI SCHEME OF SERVICE (2007)

APPENDIX II

QUESTIONNAIRE FOR ALL STAFF OF TAFIRI-DAR ES SALAAM

Dear Sir/Madam,

I am a student pursuing Master of Science in Human Resource Management (Msc. HRM) at Mzumbe University, Main campus (Morogoro). I am conducting a study on the 'Effectiveness of Outsourcing of Security Service in Public Sector Organisations' whereby TAFIRI-Dar es Salaam has been selected as a case study. The report that will be produced from this study will act as a partial fulfillment of the qualifications for an award of the above mentioned degree. To make this study a success, I kindly request you to respond to the questions below. Please, note that the information you provide will be treated as confidential and will be used for academic purposes only.

PART I: PERSONAL PARTICULARS

Please put ☒ where appropriate and to the blank space write a text

1. Gender

1.Male	2.Female
☐	☐

2. Age (In Years)

1. 18-29	2. 30 – 49	3. 50-59	4. 60 and above
☐	☐	☐	☐

3. Level of Education

1.	Primary education	☐
2.	Secondary education	☐
3.	Certificate	☐
4.	Diploma	☐
5.	Bachelor's Degree	☐
6.	Master's Degree	☐
7.	Doctorate (Ph. D)	☐
8.	Others (Specify)	☐

4. Occupation

1.	Research Officer	
2.	Research Technician	
3.	Laboratory technician	
4.	Accountant	
5.	Administrative Officer	
6.	Personal Secretary	
7.	Registry Officer	
8.	Office assistant	
9.	Security guard	
10.	Driver	
11.	Receptionist	
12.	Other (specify)	

5. Length of service (Number of years worked)

1. 0 - 5	2. 6 - 10	3. 11 - 15	4. 16 -20	5. 21 and above

PART II:ADHERENCE TO VENDOR SELECTION CRITERIA

Please put ☒ where appropriate and to the blank space write a text

6. To your opinion did TAFIRI – Dar es Salaam adhere to the following criteria when selecting the security vendor?

Criteria	Yes	No	I don't know
(a) Experience	()	()	()
(b) Cost charged	()	()	()
(c) Resource capability	()	()	()
(d) Past performance	()	()	()
(e) Compliance with statutory obligations	()	()	()
(f) Financial position	()	()	()

7. Apart from the criteria mentioned above what are the other criteria which you know that are considered by TAFIRI – Dar es Salaam when selecting the security vendor?
.....
.....
8. What are the other criteria which you think that are very important but are not considered by TAFIRI – Dar es Salaam when selecting the security vendor?
.....
.....

PART III: IMPROVEMENT OF SECURITY SERVICE

Write a letter of a correct answer and to a blank space write a text

9. What is your opinion on the rate of the incidents of theft after outsourcing of security service? The rate of theft is.....
(a) Lower than before
(b) Higher than before
(c) Almost the same as before
10. What is the reason for the situation suggested by your answer in question number nine (9)?
.....
.....
11. What is your opinion on the security facilities used by the security guards after outsourcing of security service compared to those used before? The security facilities are....
(a) Better than before (b) Worse than before (c) Almost the same as before
12. Mention the security facilities which are used by the security guards after outsourcing of security service which are better than those used before.
.....
.....

13. What is your opinion on the level of security related skills of the security guards after outsourcing of security service compared to those used before?
The security guards have.....
- (a) Higher level of skills than those used before
 - (b) Lower level of skills than those used before
 - (c) Almost the same level of skills as those used before
14. How can you compare the number of the security guards used per shift after outsourcing compared to those used before? The number is....
- (a) Higher than before
 - (b) Lower than before
 - (c) The same as before

PART IV: REDUCTION OF TOTAL SECURITY COST

Please put $\checkmark$ where appropriate and to the blank space write a text

15. To your opinion has outsourcing of security service led to the reduction of total security related cost resulted from the following payments done to the former in-house security guards?

Payment	Yes	No	I don't know
(a) Salaries	()	()	()
(b) Allowances	()	()	()
(c) Benefits	()	()	()
(d) Security facilities	()	()	()

**PART V: CHALLENGES RESULTING FROM THE USE OF THE
OUTSOURCED SECURITY COMPANY**

16. Does TAFIRI – Dar es Salaam experience the following challenges/problems resulting from outsourcing of security service?(Tick appropriate response)

Challenge/problem	Yes	No	I don't know
Risk of exposing confidential data			
Hidden cost			
Sub-standard quality of security services			
Lack of customer focus			
Lower morale to the employees of un-outsourced non-core service cadres			
Fear among employees of un-outsourced non-core service cadres			

17. Mention anyother challenges experienced by TAFIRI – Dar es Salaam as the result of the use of the outsourced company apart from those mentioned in question nineteen (16)

.....
.....

18. What do you think is the main source of challenges mentioned in question nineteen (16) and twenty (17) above?

.....
.....

19. Does the management of TAFIRI – Dar es Salaam make any efforts to get rid of the challenges mentioned above?

- (a)Yes
(b) No

20. If your answer in question twenty-two (19) is ‘yes’, mention the effort(s)

.....
.....

21. What do you think are the ways that can be used to reduce the challenges outlined in question 16 and 17 and improve security service?

.....
.....
.....
.....

APPENDIX III

MASWALI KWA AJILI YA WAFANYAKAZI WOTE WA TAFIRI DAR ES SALAAM

Ndugu,

Mimi ni mwanafunzi ninayechukua shahada ya pili (shahada ya uzamili) katika usimamizi wa rasilimali watu katika chuo kikuu cha Mzumbe, Morogoro. Ninafanya utafiti kuhusiana na ‘Kufanikiwa kwa Matumizi ya Kampuni za Nje Katika Shughuli za Ulinzi kwa Taasisi za Umma’ ambapo nimeichagua TAFIRI – Dar es Salaam kama ‘case study’. Taarifa itakayotokana na utafiti huu itatumika kama sehemu ya vigezo vinavyohitajika kwa ajili ya kutunikiwa shahada iliyotajwa hapo juu. Ili kufanikisha utafiti huu ninakuomba ujibu maswali niliyoyatoa hapo chini. Kumbuka kwamba taarifa utakazotoa zitakuwa ni siri na zitatumika kwa matumizi ya kitaaluma tu.

SEHEMU I: TAARIFA BINAFSI

Weka ✓ sehemu husika na andika neno/maelezo sehemu wazi

1. Jinsia

1.Mwanaume	2.Mwanamke

2. Umri (Miaka)

1. 18-29	2. 30 – 49	3. 50-59	4. 60 na zaidi

3. Ngazi ya elimu

1.	Elimu ya Msingi	
2.	Elimu ya Sekondari	
3.	Cheti	
4.	Stashahada/Diploma	

5.	Shahada	
6.	Shahada ya pili	
7.	Shahada ya tatu	
8.	Elimu nyingine (Taja)	

4. Cheo

1.	Afisa utafiti	
2.	Fundi Mchundo	
3.	Mtaalamu wa maabara	
4.	Mhasibu	
5.	Afisa Utawala	
6.	Katibu Muhtasi	
7.	Afisa Masijala	
8.	Mhudumu	
9.	Mlinzi	
10.	Dereva	
11.	Mhudumu wa mapokezi	
12.	Kingine (taja)	

5. Uzoefu wa kazi(Idadi ya miaka uliyofanya kazi)

1. 0 - 5	2. 6 - 10	3. 11 - 15	4. 16 -20	5. 21 na zaidi

Tangu mwaka 2012 TAFIRI – Dar es Salaam imekuwa ikitumia kampuni ya ulinzi kutoka nje ya taasisi kwa ajili ya ulinzi. Tafadhali jibu maswali yanayofuata hapo chini yanayohusiana na matumizi ya kampuni ya ulinzi ya nje TAFIRI – Dar es Salaam.

**SEHEMU II:UZINGATIAJI WA VIGEZO MUHIMU WAKATI WA
UCHAGUZI WA KAMPUNI YA ULINZI YA NJE**

Tafadhali weka✓ sehemu inayostahili na andika neno au maelezo katika nafasi wazi

6. Kwa maoni yako, TAFIRI – Dar es Salaam inazingatia vigezo vifuatavyo katika kuchagua kampuni ya nje ya ulinzi?

Kigezo	Ndiyo	Hapana	Sijui
(a) Uzoefu	()	()	()
(b) Gharama wanazotoza	()	()	()
(c) Uwezo wa kirasilimali (watu na vifaa)	()	()	()
(d) Utendaji wa nyuma	()	()	()
(e) Kampuni kukidhi matakwa ya kisheria	()	()	()
(f) Uwezo wa kifedha wa kampuni	()	()	()

7. Licha ya vigezo vilivyotajwa hapo juu, vipi ni vigezo vingine ambavyo unavyojua vinazingatiwa na TAFIRI – Dar es Salaam wakati wa kuchagua kampuni ya nje ya ulinzi?

.....
.....

8. Vipini vigezo vingine ambavyo unafikiri ni vya muhimu sana lakini havizingatiwi na TAFIRI – Dar es Salaam katika kuchagua kampuni ya ulinzi ya nje?

.....
.....

SEHEMU III: KUBOREKA KWA HUDUMA YA ULINZI

Andika herufi ya jibu sahihi na andika neno au maelezo sehemu wazi

9. Yapi ni maoni yako kuhusiana na kutokea kwa matukio ya wizi baada ya kuanza kutumia kampuni ya ulinzi ya nje? Matukio ya wizi.....
- (a) Yamekuwa machache kuliko ilivyokuwa kabla
 - (b) Yamekuwa mengi zaidi kuliko ilivyokuwa kabla
 - (c) Yamekuwa karibu sawa na ilivyokuwa kabla
10. Taja sababu za kuwepo kwa hali uliyoitaja katika swali la tisa (9).
-
-
11. Yapi ni maoni yako kuhusiana na vifaa vya ulinzi vinavyotumiwa na walinzi wa kampuni ya nje ikilinganishwa na vifaa vilivyotumika hapo kabla? Vifaa vya ulinzi vimekuwa.....
- (a) Bora kuliko vilivyotumika kabla
 - (b) Duni kuliko vilivyotumika kabla
 - (c) Karibu sawa na vilivyotumika kabla
12. Taja vifaa vya ulinzi vinavyotumiwa na walinzi wa kampuni ya nje ya ulinzi ambavyo ni bora kuliko vilivyotumika kabla.
-
-
13. Yapi ni maoni yako kuhusiana na ngazi ya ujuzi unaohusiana na mambo ya ulinzi ya walinzi wa kampuni ya nje ikilinganishwa na walinzi waliotumika kabla? Walinzi wana.....
- (a) Ngazi ya juu ya ujuzi kuliko waliotumika kabla
 - (b) Ngazi ya chini ya ujuzi kuliko waliotumika kabla
 - (c) Karibu ngazi sawa ya ujuzi kama waliotumika kabla

14. Unaweza kulinganisha vipi idadi ya walinzi wanaotumika kwa zamu moja na kampuni ya nje ya ulinzi ukilinganisha na walinzi waliotumika kabla? Idadi ni...

- (a) Kubwa kuliko ilivyokuwa kabla
- (b) Ndogo kuliko ilivyokuwa kabla
- (c) Sawa na ilivyokuwa hapo kabla

SEHEMU IV: KUPUNGUA KWA GHARAMA ZA JUMLA ZA ULINZI

Tafadhali weka✓ panapostahili na andika neno au maelezo katika nafasi wazi

15. Kwa maoni yako, kutumikakwa walinzi wa kampuni ya nje ya ulinzi kumesababisha kupungua kwagharama za ujumla za ulinzi zinazotokana na malipo yafuatayo yanayofanywa kwa walinzi?

Malipo	Ndiyo	Hapana	Sijui
(a) Mishahara ya walinzi	()	()	()
(b) Posho za walinzi	()	()	()
(c) Stahiki za walinzi (Benefits)	()	()	()
(d) Vifaa vya ulinzi	()	()	()

**SEHEMU V: CHANGAMOTO ZINAZOTOKANA NA MATUMIZI YA
KAMPUNI YA ULINZI YA NJE**

16. Je, TAFIRI-Dar es Salaam inakumbana na changamoto/matatizo yafuatayo ambayo yanatokana na matumizi ya kampuni ya nje ya ulinzi? (Weka vema panapohusika)

Changamoto/tatizo	Ndiyo	Hapana
Kuvuja kwa taarifa za siri		
Gharama zilizojificha		
Huduma za ulinzi zisizo na ubora		
Kampuni kushindwa kulenga katika kutekeleza majukumu yake ya ulinzi TAFIRI-Dar es Salaam		
Kushuka kwa ari ya watumishi wa kada zisizofanyiwa ‘outsourcing’		
Woga kwa watumishi wa kada zisizofanyiwa ‘outsourcing’		

17. Taja changamoto nyingine zinayoikumba TAFIRI – Dar es Salaam kutokana na kutumia kampuni ya ulinzi ya nje licha ya zilizotajwa katika swali la 16

.....
.....

18. Unafikiri kipini chanzo kikuu cha changamoto zilizobainishwa katika swali la 16na 17hapo juu?

.....
.....

19. Je uongozi wa TAFIRI – Dar es Salaam unafanya jitihada zozote ili kuondokana na changamoto ulizotaja hapo juu?

- (a)Ndiyo
(b) Hapana

20. Kama jibu lako katika swali la 19ni ‘ndiyo’ taja jitihada

.....
.....

21. Unafikiri zipi ni njia zinazoweza kutumika kupunguza changamoto ulizobainishakatika swalila 16 na 17 na kuboresha ulinzi?

.....
.....
.....

APPENDIX IV

INTERVIEW GUIDE FOR PROCUREMENT AND SUPPLIES OFFICER AND MANAGEMENT TEAM OF TAFIRI – DAR ES SALAAM

1. Explain the criteria that you consider in selecting the security vendor when outsourcing.
2. How can you compare the quality of security facilities used after outsourcing security service compared to those used before?
3. How can you compare the level of security related skills of the security guards after outsourcing security service compared to those used before?
4. How can you compare the number of security guards used per shift to after outsourcing of security service compared to those used before?
5. Explain on whether outsourcing of security service has led to reduction of total security cost?
6. What are the challenges facing TAFIRI – Dar es Salaam as the result of outsourcing of security service?
7. What are the efforts which have been done by the management of TAFIRI – Dar es Salaam to get rid of the challenges mentioned in question six (6)?
8. What are your suggestions on the ways that can be used to reduce the challenges facing TAFIRI – Dar es Salaam as the result of outsourcing of security service

APPENDIX V

MASWALI KWA AJILI YA MAHOJIANO NA AFISA MANUNUZI NA UGAVI NA UONGOZI WA TAFIRI – DAR ES SALAAM

1. Elezea vigezo mnavyozingatia wakati wa kuchagua kampuni ya nje ya ulinzi
2. Unaweza kuelezea vipi ubora wa zana za ulinzi baada ya kutumia kampuni ya ulinzi ya nje ukilinganisha nahapo kabla?
3. Unaweza kuelezea vipi kiasi cha ujuzi wa shughuli za ulinzi cha walinzi wa kampuni ya nje ukilinganisha na walinzi waliotumika kabla?
4. Unaweza kuelezea vipi idadi ya walinzi wanaotumika kwazamu moja baada ya kuanza kutumia kampuni ya nje ya ulinzi ukilinganisha na hapo kabla?
5. Je, matumizi ya kampuni ya nje ya ulinzi yamepelekea kupungua kwa gharama ya jumla ya ulinzi.
6. Zipi ni changamoto zinazoikumba TAFIRI – Dar es Salaam kutokana na kutumia kampuni ya nje ya ulinzi?
7. Zipi ni jitihada ambazo zimekuwa zikifanywa na uongozi wa TAFIRI – Dar es Salaam ili kuondokana na changamoto zilizotajwa hapo juu?
8. Unadhani nini kifanyike ili kupunguza changamoto zinazoikumba TAFIRI – Dar es Salaam katika kufanya kazi na kampuni ya ulinzi ya nje?

APPENDIX VI

QUESTIONNAIRES FOR SECURITY OFFICERS FROM OUTSOURCED COMPANY

Dear Sir/Madam,

I am a student pursuing Master of Science in Human Resource Management (Msc. HRM) at Mzumbe University, Main campus (Morogoro). I am conducting a study on the 'Effectiveness of Outsourcing of Security Service in Public Sector Organisations' whereby TAFIRI-Dar es Salaam has been selected as a case study. The report that will be produced from this study will act as a partial fulfillment of the qualifications for an award of the above mentioned degree. To make this study a success, I kindly request you to respond to the questions below. Please, note that the information you provide will be treated as confidential and will be used for academic purposes only.

Please put ✓ where appropriate and to the blank space write a text

1. Gender

1. Male	2. Female

2. Age (In Years)

1. 18-29	2. 30 – 49	3. 50-59	4. 60 and above

3. Level of Education

1.	Primary education	
2.	Secondary education	
3.	Certificate	
4.	Other (mention)	

4. For how long have you worked as security guard?

1. 0 - 5	2. 6 - 10	3. 11 - 15	4. 16 -20	5. 21 and above

5. Have you ever attended any course related with security?

(a) Yes

(b) No

6. If your answer in question number five above is 'yes', what course did you attend?

.....

.....

7. Does your company give you a chance to attend various training related to security?

(a) Yes

(b) No

8. If your answer in question seven is 'yes', how often?

(a) Very rare

(b) Rare

(c) Regularly

9. What is the number of security guards used per shift?

.....

10. To your experience, do you think the number of security guards used per shift is enough?

(a) Yes

(b) No

11. Give the reason (s) for your answer in question eleven (10).

.....

.....

12. Mention the important facilities that you use for security at TAFIRI – Dar es Salaam?

.....
.....
.....

13. What is your opinion on the quality of facilities used?

- (a) They are of good quality
- (b) They are of poor quality

14. Give the reason (s) for your answer in question fourteen (13).

.....
.....

15. What challenges are you facing when working as security guards at TAFIRI – Dar es Salaam?

.....
.....

16. In your opinion, what can be done to reduce such challenges?

.....
.....

APPENDIX VII

MASWALI KWA AJILI YA WALINZI KUTOKA KATIKA KAMPUNI YA ULINZI YA NJE YA TAASISI

Mimi ni mwanafunzi ninayechukua shahada ya pili (shahada ya uzamili) katika usimamizi wa rasilimali watu katika chuo kikuu cha Mzumbe, Morogoro. Ninafanya utafiti kuhusiana na ‘Kufanikiwa kwa Matumizi ya Kampuni za Nje Katika Shughuli za Ulinzi kwa Taasisi za Umma’ ambapo nimeichagua TAFIRI – Dar es Salaam kama ‘case study’. Taarifa itakayotokana na utafiti huu itatumika kama sehemu ya vigezo vinavyohitajika kwa ajili ya kutunikiwa shahada iliyotajwa hapo juu. Ili kufanikisha utafiti huu ninakuomba ujibu maswali iliyoyatoa hapo chini. Kumbuka kwamba taarifa utakazotoa zitakuwa ni siri na zitatumika kwa matumizi ya kitaaluma tu.

Weka ✓ sehemu husika na andika neno/maelezo katika nafasi wazi

1. Jinsia

1.mwanaume	2.mwanamke

2. Umri (miaka)

1. 18-29	2. 30 – 49	3. 50-59	4. 60 na zaidi

3. Ngazi ya elimu

1.	Elimu ya msingi	
2.	Elimu ya sekondari	
3.	Cheti	
4.	Nyingine (Taja)	

4. Umefanya kazi kama mlinzi kwa muda gani? (miaka)

1. 0 - 5	2. 6 - 10	3. 11 - 15	4. 16 -20	5. 21 na zaidi

5. Umewahi kuhudhuria mafunzo yoyote maalum yanayohusiana na ulinzi?

(a) Ndiyo

(b) Hapana

6. Kama jibu lako kwa swali la tano hapo juu ni 'ndiyo', taja mafunzo hayo.

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7. Je kampuni yenu inawapa nafasi ya kuhudhuria mafunzo mbalimbali yanayohusiana na ulinzi?

(a) Ndiyo

(b) Hapana

8. Kama jibu lako kwa swali la saba ni 'ndiyo', mnapata nafasi hizo mara ngapi?

(a) Mara chache sana

(b) Mara chache

(c) Mara kwa mara

9. Ni walinzi wangapi hutumika kwa zamu (shift) moja?

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10. Kwa uzoefu wako unadhani idadi ya walinzi wanaotumikka kwa zamu moja ianatosha?

(a) Ndiyo

(c) Hapana

11. Toa sababu ya jibu lako katika swali la kumi na moja (10).

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12. Taja vifaa muhimu mnavyovitumia kwa shughuli ya ulinzi TAFIRI – Dar es Salaam

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13. Yapi ni maoni yako kuhusiana na ubora wa vifaa hivyo?

(c) Vina ubora

(d) Ni duni

14. Toa sababu ya jibu lako katika swali la kumi na nne (13).

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15. Zipi ni changamoto mnazokumbana nazo wakati wa kutekeleza majukumu yenu ya ulinzi hapa TAFIRI – Dar es Salaam?

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16. Kwa maoni yako, unadhani nini kifanyike ili kupunguza changamoto hizo?

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APPENDIX VIII

A LIST OF ASPECTS TO BE OBSERVED

1. Number of security guards per shift
2. Nature of security facilities used by security guards
3. Procedure followed when the worker or guest gets in or out of the office compound
4. Availability of conducive environment for security at the office premises

APPENDIX IX

INTERVIEW QUESTIONS ASKED TO SUPERVISOR OF SECURITY GUARDS

1. What can you say about the skills of your security guards at TAFIRI-Dar es Salaam?
2. What can you say about the weapons used by your security guards at TAFIRI-Dar es Salaam?
3. What can you explain on the claims that your company breach the terms of the contract?
4. How much do you pay your security guards per month? Explain
5. What challenge do you face when working with TAFIRI-Dar es Salaam?
6. What do you do when TAFIRI-Dar es Salaam delay to pay your monthly fees?
7. What should be done to reduce challenges and improve security service at TAFIRI-Dar es Salaam?

APPENDIX X

MASWALI YA MAJADILIANO ALIYOULIZWA MSIMAMIZI WA WALINZI

1. Unaweza kusemanini kuhusiana na ngazi ya ujuzi wa walinzi wako?
2. Unaweza kusema ini kuhusiana na silaha zinazotumiwa na walinzi wenu TAFIRI-Dar es Salaam?
3. Unaweza kusema nini kuhusiana na madai ya uongozi wa TAFIRI-Dar es Salaam kwamba mnakiuka vipengele vya mkataba?
4. Taja kiwango cha mishahara mnayowalipa walinzi wenu?
5. Ni changamoto zipi ,mnazokumbana nazo katika kufanyakazi na TAFIRI-Dar es Salaam
6. Mnachukua hatua gani pale mnapocheleweshewa malipo ya ada ya mwezi naTAFIRI-Dar es Salaam?
7. Unadhani nini kifanyike ili kupunguza changamoto na kuboresha ulinzi TAFIRI-Dar es Salaam?