

**THE CONTRIBUTION OF INFORMATION MANAGEMENT TO
ADMINISTRATIVE DECISION MAKING IN KINONDONI MUNICIPAL
COUNCIL**

**By,
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**Thesis submitted to the School of Public Administration and Management
(SoPAM) in partial fulfillment of the requirements for the Award of the Degree of
Master of Public Administration (MPA) of Mzumbe University**

2013

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, **Thesis entitled the contribution of information management to administrative decision making in Kinondoni Municipal Council**, in fulfillment of the requirement for the award of the Degree of Master of Public Administration of Mzumbe University.

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DECLARATION

I, the undersigned Denis Hitler Sanchawa, hereby declare that thesis submitted for the Degree of Master of Public Administration to the School of Public Administration and Management of Mzumbe University, a part from the help recognized, is my own original work and has not been previously submitted for similar academic qualification in any University or other high learning institution.

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DEDICATION

I dedicate this piece of work to my parents, Mr. and Mrs. Hitler Kegoro Sanchawa for their support and inspiration through my studies without whom; I could not have managed to achieve this academic knowledge which shall become a public good.

LIST OF ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
CG	Central Government
CICs	Citizen Information Centers
CSOs	Civil Society organizations
DC	District Commissioner
DHIS	District Health Information System
DROMAS	District Road Maintenance System
EMS	Environmental Management System
HoDs	Heads of Departments
HoS	Head of Sections
HRO	Human Resource officer
IM	Information Management
IMF	Information Management Framework
K	Constant
KM	Knowledge Management
KMC	Kinondoni Municipal Council
LGAs	Local Government Authorities
LGMD	Local Government Monitoring Data Base
LGRP	Local Government Reform Programme
MD	Municipal Director
ME	Microsoft Excel
MHO	Municipal Health Officer
MIS	Management information system
MM	Municipal Mayor
MMO	Municipal Medical Officer
MoF	Ministry of Finance
MoH	Ministry of Health
MPA	Master of Public Administration
MPO	Municipal Planning officer
MU	Mzumbe University
NARM	National Archives and Record Management
NARS	National Archives and Record Service
NBTE	National Board of Technical Education
OPAC	Open Public Access Catalogue
OPD	Out Patient Data
OS	Office supervisor

PLANREP2	Planning and Reporting Database
Rs	Regional Secretariats
SoPAM	School of Public Administration and Management
TACAIDS	Tanzania Commission for AIDS
TAMISEMI	Tawala za Mikoa na Serikali za Mitaa
TBL	Tanzania Breweries Limited
TOMSHA	Tanzania Output monitoring system for HIV& AIDS
TSD	Teachers' Service Department
URT	United Republic of Tanzania
WDC	Ward Development Committee
X	Any Variable

ABSTRACT

The objective of this thesis was to study the subject of information management or knowledge management in general, and identify the role of it to administrative decision making in the KMC. To achieve this objective the study has three interlinked objectives which are first to identify the structure of information management in KMC, Secondly to identify information uses in KMC and lastly to identify the role of internal stakeholders for effective information management in KMC. Furthermore, the study is divided into six chapters: the first chapter is introduction which includes the background of the problem; statement of the problem; objectives of the study (general and specific objectives); research questions; significance of the study; scope/limitations of the study; delimitation of the study; structure of the report; the conceptual framework, the ethical consideration of the study and the definitions of the key terms of the study.

The second chapter is literature reviews which among other things include theoretical, empirical and synthesis of the reviewed literatures. On the other hand the third chapter is research methodology which encompasses the methodological approaches of the study which are research design, population of the study, sample, sampling procedures and research instruments. Other chapters are chapter four which is about the presentation of the research findings, chapter five is about the discussion of the research findings and chapter six presents a summary, conclusion and recommendation of the study.

A sample of 60 respondents was used .Simple random and judgmental sampling techniques were employed. The data were collected by the use of questionnaires, interviews, observation and documentary sources where obtained data were analyzed qualitatively and quantitatively by the use of Microsoft world, ME and Manual techniques.

The study found out that the structure of information management in KMC is a bottom up structure which is some sort of decentralized structure, the information is used for, planning, controlling, leading, staffing and budgeting, and the role of internal stakeholders for effective information management are to collect, store, monitor and disseminate information when required.

The study recommended that information users should lead by examples, to provide training about the subject of IM, establishment of information resource center, provisions of enough facilities to the public relation office, Establishment of Municipal radio for dissemination of information and the like and many more as presented in chapter six of this thesis.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This section introduces a reader to the background of the problem, statement of the problem, objectives of the study (general and specific objectives), research questions, significance of the study, scope/limitations of the study, delimitation of the study, structure of the report, ethical consideration of the study, conceptual framework and the definitions of the key terms of the study.

1.1 Background of the study

Information is important to any organization (Rad, 2008). Good and quality information can improve decision making, enhance efficiency and allow organizations to gain competitive advantages. Many organizations are continuously looking for solutions to effectively seek and handle information within their internal and external environments. Business sectors in particular also need information and effective means of managing information in order to assess their strengths and weaknesses. This is supported by Porter and Miller (1999) reported that one of the most important elements in competitive advantage is information. According to them, some information are critical enough that it is crucial for organizations to identify and manage them using various means and tools from both knowledge management (KM) and information management (IM)

From the historical point of view, literature has shown that information management throughout the 1970s was largely limited to files, file maintenance, and the life cycle management of paper-based files, other media and records. With the advancement of information technology starting in the 1970s, the job of information management took on a new light, and also began to include the field of data maintenance. No longer was information management a simple job that could be performed by almost anyone. An understanding of the technology involved, and the theory behind it became necessary.

As information storage shifted to electronic means, this became more and more difficult. By the late 1990s when information was regularly disseminated across computer networks and by other electronic means, network managers, in a sense, became information managers. Those individuals found themselves tasked with increasingly complex tasks, hardware and software. With the latest tools available, information management has become a powerful resource and a large expense for many organizations.

Furtherance, experience has shown that many organizations are faced with an abundance of information that is sourced from numerous resources within and outside of the organization. To elude problems such as information overload, information management has become more significant each day as organizations strive to ensure their employees have access to information that enables them to perform their jobs most effectively and support organizational objectives (Gregson, 1995)

In Tanzania, for example, literatures and essentially the Local government (Urban Authorities) Act Number 8 of 1982 provides for the decision making functions within their areas of jurisdiction which among others things are to provide and secure enabling environment for successful performance of the duties of the urban authority; ensure compliance by all persons and urban authorities with appropriate government decisions, guidelines in relation to the promotion of the local government system; secure the effective, efficient and lawful execution by the urban authorities of the statutory or incidental duties.

The same Act in section 54(2) miscellaneous amendment provides for the functions of the Sector Ministries which among other things in relation to local government authorities are :- to supervise professionalism of personnel relating to the particular sector in the local government authorities; to ensure quality assurance in the performance of the functions of technical personnel relating to the sector in the local government authorities; to undertake monitoring and evaluation of the technical personnel's performance of their ;to ensure all posts as required by the establishment of a

particular profession are properly filled; to ensure human resources development and to ensure availability of equipment, human resources and funds for implementation of sectoral programmes in the local government authorities.

Section 78(1) (2) of the same Act provides for the supply of information in the local government authorities as such the urban authority shall have the duty to prepare and submit quarterly to the Regional Commissioner a progress report of its implementation of development plans or such other report as may be required by the District Commissioner and Regional Commissioner in relation to the functions under the Regional Administration Act, 1997.

1.2 Statement of the problem

Information management is a function of planning, organizing, directing, staffing, coordinating, controlling, reporting and budgeting. It includes the management of information per se and related information resources, such as personnel, equipment, funds, and technology. In Tanzania, for example, the Local Government Reform Programme II (URT, 2010) stipulates among other things community participation in local government planning and alignment of resources allocation to strategic priorities at all levels of central and sector Ministries including RS's and LGAs.

The above statement is supported by Aminu (1986) who states that information resource is one of the major issues and indices of planning. Where the relevant information required for planning are not available at the appropriate time, there is bound to be poor planning, inappropriate decision making, poor priority of needs, defective programming or scheduling of activities.

Where by today's experience has shown that government needs timely, accurate, appropriate and relevant information for improved decision making but in most of the organizations and LGAs in particular information is not well managed for improved decision making. For this purpose information is the most strategic resource for the proper management of any organization which needs to be properly planned, collected,

stored, retrieved and perhaps discarded for improved decision making, but most of the organizations do not pay attention to information as a strategic resource leading to in effective decisions due to irrelevant information which is not properly collected, planned, stored and retrieved for improved decision making. This is attributed by a number of factors which among other things include inadequate access to, or possession of, relevant information which has negative impact on the effectiveness of administrative decision-making process.

1.3. Objectives of the study

This section contains two types of objectives namely as general objective and specific objective (s)

1.3.1. General objective

The study has a general objective of establishing the sustainable contribution of well managed information for improved government decisions in the KMC.

1.3.2. Specific objectives

In order to achieve the above general objective; specifically, the study has the following objectives:

- i) To identify the structure or model of information management in KMC
- ii) To identify information uses/availability for decision making in KMC
- iii) To identify the role of internal stakeholders in effective information management in KMC

1.4. Research questions

Evolving from the problem statement discussed above, the study aims at providing answers to the following questions: -

- i) What is the structure of information management in KMC?
- ii) What are the information uses in KMC?
- iii) What are the roles of internal stake holders for effective information management in KMC?

1.5. Significance of the study

It is hopeful that the findings of this study would help a researcher, readers and people working in Local Government Authorities with specific reference to KMC in the following ways:-

The study would help to improve the effectiveness of organizations by managing information as a resource - providing access to relevant information in a timely and cost-effective manner.

Not only that but also the study would help policy makers to formulate well developed policies relating to information management in LGAs for improved decision making; the study would help the Kinondoni Municipal Council to get insights on the types and qualities of information needed for effective decision making; the study findings will inspire other researchers who wish to conduct studies on the contribution of information management to administrative decision making in other areas to find out the relevance of the findings from this study.

The study would also contribute to the generation of body of knowledge and skills on the types and qualities of information required by administrators for effective decision making and more specifically in LGAs; furtherance the study would help a researcher to be awarded a Degree of Master of Public Administration as per the degree requirements of Mzumbe University.

1.6. Scope of the study

The study focuses on the KMC as one of Tanzania's Local Government authorities. This is premised on the fact that the KMC has been operating long enough to give the kind of academic insight the study seeks to offer. Conceptually, the study looks at the influence of information management on decision making in KMC. Specifically, the study looks at the information management structure (electronic and physical), information uses and the roles of internal stakeholders for effective information management in the council for improved government decision.

1.7 Limitation of the Study

Time was a major constraint in this study. As a result of limited time within which to complete this work, the study was carried out using a case study approach. There was therefore the possibility that some issues regarding the topic might not come up if such issues are peculiar to some LGAs in Tanzania that were not covered in the study. The study was further narrowed down to the top management, HoDs HoS and other staff from the registry office from which primary data was obtained. This also posed a limitation since there could be some biases regarding the information obtained.

Meanwhile the findings of this study would not be generalized because it is drawn from the choice and the use of a case study design which was KMC. This is due to the fact that councils differ from one to another in terms of nature, operations, resources size and number employees therefore it would be difficult to make generalization. However, other researchers who wish to conduct their study may take the similar topic to find out its relevance in other Local Government Authorities in Tanzania.

It was not be possible to conduct a very detailed study for the reason that the study considered only people who are working in KMC (in the campus) with exclusion of those who are employees of KMC but working off the campus.

1.8 Conceptual framework of the study

This section provides for the conceptual frame work which in one hand or the other provides for the justification of this study. From the reviewed literatures and the writer's initiatives, it has been found that there are two variables which deem as suitable for this study. These variables are the dependent variables which fall under information management in Kinondoni Municipal Council. Second are independent variables which fall under decision making in local government Authorities and KMC in particular.

This can be presented in the following formula:-

$$Y = \sum f(x_1 + x_2 + x_3) + k$$

Y = Information management

X1 = Information structure

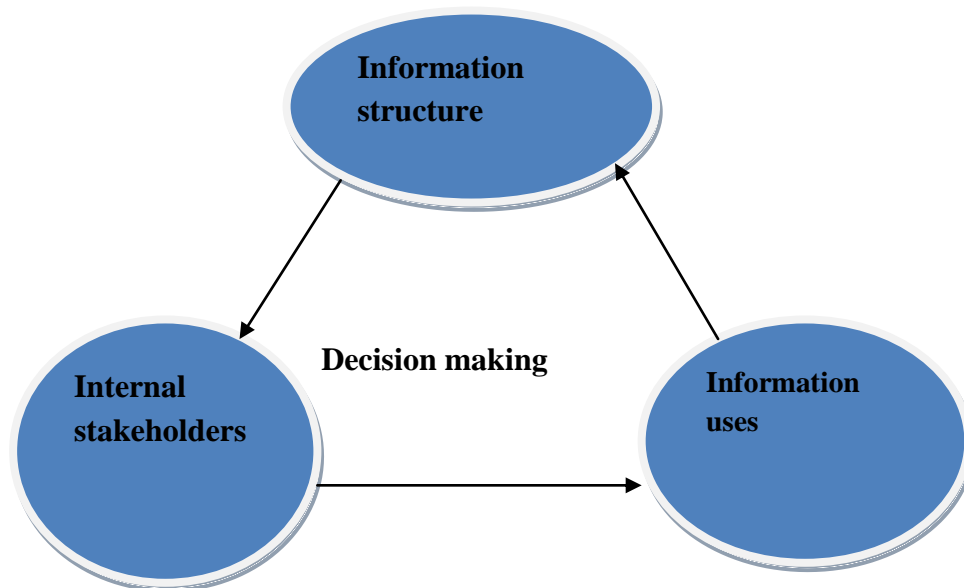
X2 = Information uses

X3 = Internal stakeholders

K = External factors such as Local government Laws and policies

Figure 1.1: Information Management Framework (IMF)

Information management → Decision making (Information management influences decision making)



Source: Compiled from different literatures (2013)

In this model, the theoretical idea is that: information management influences decision making in the organization which is the function of the three variables as described here below:-

X1=Information structure. Generally information structure is the design and implementation of information organization; it is the intermediate step of work between conceptual database design and the practical implementation of file structure through which information is used for various activities within the council such as in meetings and groups or individual decision making process. It clearly lays out the level of authority and processes and procedures whereby strategic and key operational decisions are made. Proper information structure for information management outlines the relationship among the multiple stakeholders, the decision-making process and how issues are resolved.

X2= Information uses: Information use is a dynamic, interactive social process of inquiry that may result in the making of meaning or the making of decisions. The inquiry cycles between consideration of parts and the whole, and between practical details and general assumptions. Therefore it is described as the manner through which

information is used for decision making such as planning, directing, coordinating, organizing evaluation, budgeting and few to name for improved decision making in the council strategy agreed upon by the stakeholders.

X3= Stakeholders of information management: These are people who have a stake in a situation. They can be described in organization terms as, those who are maybe internal (e.g. employees and management) and those external (e.g. customers, competitors, suppliers).

1.9 Definition of key terms of the study

Information: These are considering a data were processed and it is the output of a particular computer system, and it will be useful directly in decision making.

Data: It is considers the whole realities, but it is not considered generally being useful in decision making without additional treatment. (Kantardzic and Mehmed, 2003)

Information Management: For the sake of this study, information management entails organizing, retrieving, acquiring, securing and maintaining information. This is to say it is a system which is able to gather data from different sources, and operating in order to provide the necessary information to make administrative decisions (Harsh, 1983). According to Wikipedia, Information management (IM) is the collection and management of information from one or more sources and the distribution of that information to one or more audiences. This sometimes involves those who have a stake in, or a right to that information

Decision making: It is a process of selecting a suitable alternative from among a lot of available alternatives to achieve specific goals or to address specific problem (Alter, 1980) .Other writers define decision making as the process of selecting a logical choice from among the available options.

Information structure: This refers to the internal organization of data or information and event items in information systems. It is a key consideration in today's data-oriented

approach to system design and development; it is crucial to the functioning of the organization. It is largely conceptual in nature, and can be understood from four interrelated perspectives: data, relationship, operating system and application architecture .Generally information structure is the design and implementation of information organization; it is the intermediate step of work between conceptual database design and the practical implementation of file structure through which information is used for various activities within the council such as in meetings and groups or individual decision making process.

Information use: Information use is a dynamic, interactive social process of inquiry that may result in the making of meaning or the making of decisions. The inquiry cycles between consideration of parts and the whole, and between practical details and general assumptions. Therefore by definition it refers to the manner through which information is used for decision making such as planning, directing, coordinating, organizing evaluation, budgeting and few to name for improved decision making in the council.

Stakeholders of information management: For the purpose of this study stakeholders are by definition people who have a stake in a situation. They can be described in organization terms as, those who are maybe internal (e.g. employees and management) and those external (e.g. customers, competitors, suppliers. Therefore they are people who have a stake in the use of information as a resource for decision making in KMC. In case of internal stake holders they include all employees in KMC and the management while on the other hand external stake holders includes Local Authority/council ,Providers, Acute trusts, Patients, Service users, Customers, Suppliers, Funders, Quality assessors, Special interest groups, Health visitors/school nurses, Wider public health workforce and the Media.

The quality of information: This means that information management should provide for the decision makers the accurate of information, appropriately of information, timely, and the sufficient quantity (Kamel and Fadia, 1996).

Accuracy of information: Meaning that the information should be free of errors (Jemz, 1987)

Appropriate information: This is considering about the compatibility between the provided information and the needs of decision- makers to enable them for choosing the most appropriate alternative. (Clifford and Thomas, 1993)

Timeliness of information: It is considered the providing of the right information for decision maker when he needs it, without delay, and at the right time to make a particular decision (Abduihamead, 1992).

Adequacy of information: the amount of information should be appropriate in terms of quality, and sufficient for the decision- maker to make a particular decision. (Cahill, and Lee, 1994).

Management: Is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively. It implies there is a person called a manager; people who are managed; institution context and other resources such as finance, information, equipments and etc. Traditionally management entails planning, organizing, directing, staffing, coordinating, controlling, reporting and budgeting (PODSCORB).

1.10 Ethical considerations of the study

In conducting the study, the researcher adhered to the spirit of research ethics. Firstly, the researcher ensured that respondents' privacy is not invaded and that no harm is caused to participants. Secondly, the researcher informed participants that the research is voluntary and that they can withdraw at any time. Furthermore, clear and accurate information about the study was given to participants prior to commencing with the research, that is, why is the research being conducted.

The researcher also ensured anonymity and confidentiality by not identifying the respondents. Respondents were assured about this before completion of the

questionnaires. On the questionnaire, no space was provided for the name or any other form that identifies a person by name.

1.11 Organization of the thesis

The study is organized into chapters which are six in number. Chapter one is an introductory chapter which includes background of the study, statement of the problem, objective of the study, research questions, significance of the study, delimitation of the study, and conceptual framework. Chapter two is Literature Review which includes theoretical literature review, empirical literature review, and synthesis of the reviewed literatures. Chapter three is Research Methodology which shows the research design, area of the study, population of the study, sampling procedure and sample size, data collection methods, Data analysis methods where as chapter four is about the presentation of the research findings, Chapter five is the discussion of the research findings of the study. Finally, the last Chapter presents the summary, conclusion and recommendations of the study. In addition there are two items attached to this report namely the bibliography and appendices.

CHAPTER TWO

LITERATURE REVIEWS

2.0 Introduction

This chapter of this study provides a reader with the theoretical or conceptual perspective, empirical perspective and the synthesis of the reviewed literatures.

2.1 Theoretical literature review

This subsection of this chapter provides different theories and concepts relating to information management and decision making. With regard to the accessibility of the reviewed literatures and the concept of time, the following theories provide for the justification of this section; however the theory of human decision making process by Simon (1957) assumes to be suitable for this study. The theories discussed in this section are Carnegie Mellon School of information management, information processing theory and human decision making process. On the other hand the study looks on the statutory and legal frameworks for information management in the Tanzania environment.

2.1.1 Carnegie Mellon School of information management

This theory tires to advocates on the five important concepts for the proper management of information and ultimately decision making. These concepts are Environmental management, Creation of slack resources, Creation of self contained resources, Creation of lateral resources and Investment in lateral information system as shown in Table 2.1

Table 2.1: Theoretical relationship between information management and administrative decision making

Information management	Information mgt	Decision making
Environmental management	This involves organizing, retrieving, acquiring , securing and maintaining information	<ul style="list-style-type: none"> • Monitor and implement the environmental policy of the organization such as social, political , legal and other environmental aspects of the organization
Creation of slack resources		<ul style="list-style-type: none"> • Decrease the information on the hierarchy
Creation of self contained resources		<ul style="list-style-type: none"> • Interaction between different organization units/ sections
Creation of lateral resources		<ul style="list-style-type: none"> • Cuts across functional organization sections /units for moving information from the process to the hierarchy
Investment in lateral information system		<ul style="list-style-type: none"> • Information flow is routed in accordance to the applied business logic

Source: Carnegie Mellon School of information management (2013).

This school of thought was developed by Bernard, Richard Cyert and Simon (1958), most of what goes on in service organizations is actually decision making and information process. The theory goes further to the crucial factor in the information and decision making process analysis in the individual limited ability to process information and to make decision under those limitations.

March and Simon (1958) state that organizations have to be considered as cooperative systems with a high level of information processing and a vast need for decision making at various levels. However they have identified some factors that would prevent individuals from acting strictly rationally, in opposite to what has been proposed and advocated by classic theorists.

Instead of using the model of the economic man, as advocated in classic theorists, they proposed the administrative man as an alternative based on their argumentation about the cognitive limits of rationality.

While the theories developed at Carnegie Mellon clearly filled some theoretical gaps in the discipline, March and Simon (1958) did not propose a certain organizational form that they considered especially feasible for coping with cognitive limitations and bounded rationality of decision-makers. Through their own argumentation against normative decision-making models, i.e., models that prescribe people how they ought to choose, they also abandoned the idea of an ideal organizational form.

In addition to the factors mentioned by March and Simon, there are two other considerable aspects, stemming from environmental and organizational dynamics. Firstly, it is not possible to access, collect and evaluate all environmental information being relevant for taking a certain decision at a reasonable price, i.e., time and effort. In other words, following a national economic framework, the transaction cost associated with the information process is too high. Secondly, established organizational rules and procedures can prevent the taking of the most appropriate decision, i.e., that a sub-optimum solution is chosen in accordance to organizational rank structure or institutional rules, guidelines and procedures, an issue that also has been brought forward as a major critique against the principles of bureaucratic organizations ;the school suggests that information management, i.e., the organization's ability to process information is at the core of organizational and managerial competencies. Consequently, strategies for organization design must be aiming at improved information processing capability. Jay Galbraith has identified five main organization designs for increased information processing capacity and reduced need for information processing. These five main organization designs are:-

Environmental management: This is an administrative function that develops, implement, and monitor the environmental policy of an organization. It provides for the system which for the same time provides for a framework that helps a company achieves its environmental goals through consistent control of its operations. The assumption is that this increased control will improve the environmental performance of the organization. The EMS itself does not dictate a level of environmental performance that

must be achieved; each company's EMS is tailored to the company's business and goals.
Basic Elements of an EMS: <http://www.epa.gov/ems/>

Creation of slack resources: In order to reduce exceptions, performance levels can be reduced, thus decreasing the information load on the hierarchy. These additional slack resources, required to reduce information processing in the hierarchy, represent an additional cost to the organization. The choice of this method clearly depends on the alternative costs of other strategies.

Creation of self-contained tasks: This is another way of reducing information processing. In this case, the task-performing unit has all the resources required to perform the task. This approach is concerned with task (de-)composition and interaction between different organizational units, i.e. organizational and information interfaces.

Creation of lateral relations: For the purpose of this section lateral decision processes are established that cut across functional organizational units. The aim is to apply a system of decision subsidiary, i.e. to move decision power to the process, instead of moving information from the process into the hierarchy for decision-making.

Investment in vertical information systems: Instead of processing information through the existing hierarchical channels, the organization can establish vertical information systems. In this case, the information flow for a specific task is routed in accordance to the applied business logic, rather than the hierarchical organization.

Following the lateral relations concept, it also becomes possible to employ an organizational form that is different from the simple hierarchical information. The Matrix organization is aiming at bringing together the functional and product departmental bases and achieving a balance in information processing and decision making between the vertical and the horizontal structure. The creation of a matrix organization can also be considered as management's response to a persistent or permanent demand for adaptation to environmental dynamics, instead of the response to episodic demands.

2.1.2 Information Processing Theory

The theory advocates on the three important concepts for the proper management of information which then lead to improved decision making. These concepts are first information processing needs which is all about the collection, storage and dissemination of information for decision making, Secondly, information processing capability which is the ability to apply the theoretical information for decision making and lastly is the fit between the two concepts.

Table 2.2: Theoretical relationship between information processing theory and decision making

Information management concepts	Decision making
Information processing needs	<ul style="list-style-type: none"> • Collection, storage and dissemination of information for decision making
Information processing capability	<ul style="list-style-type: none"> • The ability to apply the theoretical information processing needs for decision making
The fit between the two concepts above	<ul style="list-style-type: none"> • Relates to the application of the information processing needs and information processing capability for improved decision making

Source: information processing theory (This study, 2013)

This theory identifies three important concepts: information processing needs, information processing capability, and the fit between the two to obtain optimal performance. Organizations need quality information to cope with environmental uncertainty and improve their decision making. Environmental uncertainty stems from the complexity of the environment and dynamism, or the frequency of changes to various environmental variables.

The theory suggests that, organizations have two strategies to cope with uncertainty and increased information needs in which the first one is to develop buffers to reduce the effect of uncertainty, and second one is to implement structural mechanisms and

information processing capability to enhance the information flow and thereby reduce uncertainty.

2.1.3 Information Management functions

Schlogl and Hayes (2007), provide for the information management functions which are essentially the functions and processes which are connected with; information selection; information acquisition; information description (metadata creation); information preservation; information product creation; information services. Traditionally, these functions are well defined in libraries and information centers, but for the purpose of this thesis these functions may also be applied in any organization for improved decision making.

Table 2.3 Information management functions

Variable	Functions
Information selection	<ul style="list-style-type: none"> • Assessment of relevance, quality, nature of the sources and the cost to be incurred for effective information management
Information acquisition	<ul style="list-style-type: none"> • Involves acquiring materials, including ordering and paying for it, in handling the materials, and in preparing them for storage and use.
Information description	<ul style="list-style-type: none"> • For providing the means both for managing the collection of materials and for using it
Information preservation	<ul style="list-style-type: none"> • Used to preserve information for future use for example even in the age of the electronic distribution and digital libraries, preservation is important for proper records of information or data for future use when required.
Information product creation	<ul style="list-style-type: none"> • Mostly used for publications for example in some libraries take responsibility for production of scholarly publications.
Information services	<ul style="list-style-type: none"> • In contrast to information products, information services respond to the need of individual customers for improved service provision.

Source: This study, 2013

From Table 2.3 these functions of information management are discussed as here below:-

Information selection

These are the processes involved in selecting material to be acquired. They involve assessment of relevance, quality, reliability, the nature of the source, and the costs. They require a balancing of costs (for acquisition and for related processing) versus needs, on the one hand, and of costs of acquisition versus potential losses from not acquiring, on the other.

Information acquisition

These are the processes involved in actually acquiring material, including ordering and paying for it, in handling the materials, and in preparing them for storage and use.

Information description

Historically, of course, the formalized description of information was known as cataloging, although the term “metadata creation” is frequently being used to represent the same process. Certainly, whatever its name, it is a crucial technical service, providing the means both for managing the collection of materials and for using it. In libraries, it provides the database for the OPAC (online public access catalog) and for both internal operations and services to users.

Information preservation

Preservation is one of the two imperatives especially for major research and national libraries (the other imperative being access). It has two aspects: preservation of the artifact and preservation of the content. Each is important, but for different reasons. And in each aspect, economic issues are significant, again for different reasons. Even in the age of the electronic distribution and digital libraries, preservation is important, and there are major national and international efforts to assure that the records of the internet, just as an example, will be appropriately preserved.

Information product creation

This is a pre-established package intended to meet the needs of a group of customers without essential change or intervention by staff. In libraries, examples of information products are the OPAC for a library and similar online databases produced and/or maintained by the library. Another example would be pre-packaged reference protocols. For libraries with unique special collections, digital libraries based on them are increasingly important. Packaged library instructional programs, either online or in person, are provided by most academic libraries. Some libraries take responsibility for production of scholarly publications.

Information services

In contrast to information products, information services respond to the need of individual customers. Circulation of materials in libraries is certainly a service of primary importance as is individual reference services, whether online or face-to-face. Frequently, instructional services are one-to-one rather than prepackaged.

Many libraries provide consulting services; indeed, this is especially important in industrial libraries and information centers.

2.1.4 The structure of information management in governance

Establishing an effective governance structure is another key process in an information management plan. This is especially critical if multiple stakeholders with competing information needs are involved. A governance structure clearly lays out the level of authority and processes and procedures whereby strategic and key operational decisions are made. Proper governance of information management outlines the relationship among the multiple stakeholders, the decision-making process and how issues are resolved. It ensures that ongoing implementation continues to support the strategy agreed upon by the stakeholders.

Public agencies encounter frequent changes in administration that affect policy, processes and priorities. Governance structures can help manage change so that changes in your management of information are based on evaluation of the overall impact relative to the organization's mission and vision rather than on the current direction of political winds.

Within individual agencies, information management staff should be at the table with program and policy staff to understand agency needs and be a part of the discussion to improve service delivery through the use of technology. One process that helps information management staff maintain close and positive relationships with public child welfare staff is through the development and maintenance of an information management advisory committee that includes child welfare staff. Whenever changes to the technological or information management structures are considered, the impact is most felt by the child welfare staff. These staff members are responsible for supplying data to the system and are an important group of stakeholders who need information to help them improve their practice.

2.1.5 Principles for effective information management in the organization

Information management requires the adoption and adherence to guiding principles that include the following:-

First, information assets are corporate assets should be acknowledged or agreed upon and across the organization for improved information management practices otherwise any business case and support for information will be weak.

Secondly, information must be made available and shared amongst the information users such as the HoS, HoDs, the subordinates and other stakeholders of information use. However not all information is open to anyone, but in principle the sharing of information helps the use and exploitation of organizational knowledge.

Lastly but not least Information the organization needs to keep is managed and retained corporately. For example if you save a document today, you expect it to be secured and still available to you tomorrow

2.1.6 Statutory and regulatory framework for information management in perspective

In South Africa, For example a legal framework exist for both public and private bodies to have effective control and management of their records and to be able to make information available when required. Statutory bodies were also established to ensure proper management and care of records and accessibility of the public to the records to protect their rights. Examples of such bodies are the Human Rights Commission which should ensure that mechanisms are put in place for the public to exercise their constitutional right of access to information held by the public and private bodies, and the National Archives and Records Services which is assigned with the responsibility of ensuring proper care and management of records by public bodies (<http://www.sahrc.org.za> and the NARS Act 43 of 1996).

2.1.6.1 The Constitution of the united republic of Tanzania, article 18 of 1977

Article 18(b) of the Constitution of the United Republic of Tanzania of 1977 (as amended in 2005 states that everyone has the right of access to information held by the state or held by another person when that information is required for the exercise or protection of any right. This clause demonstrates the importance of information management to protect human rights as information can only be accessed when there are sound records or information management system.

2.1.6.2 National Archives and Records Management Act (2002)

The national archives and Record management Act (2002) provides for the establishment of the National Archives and Records Management (NARM) essentially in the LGAs which are entrusted with the responsibility of ensuring proper management

and care of public records and proper information management in particular. In terms of Section 10 to section 13 the NARM shall:

- Ensure the proper management and care of all public records; and
- Promote an awareness of archives and records management, and encourage archival and records management activities.

Section 14(3) of the same Act stipulates that in respect of public records or information in this case created, received and maintained by local authorities the responsibilities set out under section 9 and 10 of this Act shall be those of the heads of such local authorities and the responsibilities set out under sections 10, 12 and 13 shall be those of the heads of the appropriate branch offices of the Department within the local authority. In accordance with Section 13 (2b) prescribe about the rules to be observed by those wishing to consult public records or information in this case in the National Archives or any other archival repository under his control; This is to say that the head of a governmental body shall, subject to any law governing the employment of personnel of the governmental body concerned and such requirements as may be prescribed, designate an official of the body to be the Records Manager of the body.

The record Manager is responsible for the overall control and management of records. If records Managers can perform their duties diligently and effectively, records would be correctly filed and easily accessible, and that would facilitate transparency, accountability and democracy. Further to that, controls would be exercised to ensure that only authorized persons have access to the information, thus preventing information and/or the records from being stolen or damaged.

2.1.6.3 The Tanzania Communications Regulatory Authority Act (2003)

Section 17 of the Act states that where the Authority has reasons to believe that a person is capable of supplying information, producing a document or giving evidence that may assist in the performance of any of its functions, any officer of the Authority may, by summons signed by the Director- General or Secretary of the Authority served on that

person, require that person to furnish the information in writing, signed by him, in the case of a body corporate, signed by a competent officer of the body corporate; produce the document to the Authority and appear before the Authority to give evidence

2.1.6.4 The Tanzania Information and Communication Technologies Policy (2003)

The policy states that the government will be a model user of ICT by deploying ICT systems within the public administration arena so as to improve efficiency, reduce wastage of resources, enhance planning, raise the quality of services, access global resources, support the application of ICT to promote good governance, transparency and accountability and awareness of the implications of long term ICT investment and total costs of ownership.

Not only that but also the policy state further that the government will deploy ICT extensively to strengthen law enforcement, security and national defense capability, to monitor and respond to environmental disaster and collect and disseminate information on environment problems.

Furthermore the government will review its operation processes and institutional structures with a view to making them amenable to ICT application and deployment. However the policy is experiencing some of the following challenges.

Increasing productivity (efficiency, effectiveness, and continuity of the public services, creating an e-governance environment responsive to the needs of the citizens, improving accessibility and affordability of public services to the citizens, wherever they are ,build efficient communications and knowledge sharing within the public service, setting up harmonized information banks with uniform, consistent, up to date, and secure data and management systems, introducing operational processes and institution and structures that are amenable to ICT application and deployment, increasing the ICT awareness, knowledge and skills of public servants.

More over the policy is experiencing a challenge on the capture, preservation and dissemination of relevant government records and archives and their potential use as multimedia content of significant local relevant and lastly establishing safeguards on data systems to protect the privacy of individuals whose personal data is held, and the confidentiality of information about entities and activities are relevant

2.1.6.5 The Tanzania Intelligence and Security Service Act, 2006

Section 14(1) of the Act provides for the duty to collect, analyse and retain information .That, it is the duty of the Service to collect, by investigation or otherwise, to the extent that it is strictly necessary, and analyse and retain information and intelligence respecting activities that may on reasonable grounds be suspected of constituting a threat to the security of the United Republic or any part of it. In addition to that section 14 (2) of the same Act, further state that, the Service shall, in relation to the information dealt with under subsection (1), report to and advise the Government of the united republic.

Section 20(1) and section 20(2) of the same Act respectively states for the Protection of source of information. That, no person shall disclose any information obtained in the course of the performance of functions under this Act, from which the identity of (a) any other person who is or was a confidential source of information or assistance to the Service shall be revealed; (b) any person who is or was an employee or officer employed in covert operational activities of the Service can be inferred.

Section 20 (2) of the same Act stipulates that, Any person who contravenes or fails or refuses to comply with the provisions of this section commits an offence and upon conviction is liable to a fine of not less than five hundred thousand shillings or imprisonment for a term not exceeding two years or to both the fine and the imprisonment.

2.1.7 Phases for human decision making processes

For the purpose of this study these phases deem to be suitable as the writer of this thesis has observed that information is a strategic resource for proper performance of the organization and decision making in particular. This is followed by the idea of Simon (1965) who proposed three phases for human decision making process which are the following:-

Intelligence phase

At this phase it is suggested that a decision maker needs to scan the environment so as to identify problem situations or opportunities which among others include an identification of organizational goals and objectives; determination of whether they are being met and lastly define the problem explicitly by :-classifying the problem; decomposing into sub-problems .All this activities can only be done if information is properly structured and used by both external and internal stakeholders of the organization.

Design phase

At this juncture a decision maker has three major activities to do with for improved decision making which include generation, development, and analysis of the possible courses of action so as to understanding the problem; test solutions for feasibility where a model needs to be constructed, tested, and validated its reliability by conceptualizing the problem so as to generate possible course of action as well.

Choice phase

This is the last phase as per Simon (1965) human decision making process which advocates on the proposed solution to the model being applied so as to determine its reasonability in decision making cum

2.2 Empirical literature review/Literature review from earlier studies

This section provides a reader with different studies conducted by different researchers/scholars on information management and decision making. From the review of management information literature and decision-making, the following studies suggests for this:-

Igwe (1995) studied information management and decision-making in National Board for Technical Education (NBTE), Kaduna, and found out that NBTE was growing in complexity, with increasing number of personnel and programmes, and that the information management of NBTE was ineffective and inadequate due to lack of funds, modern facilities and information experts to manage information effectively. Igwe concluded that the poor/ineffective information management negatively affected decision-making, and that decisions were sometimes arbitrarily taken due to lack of appropriate or timely information. In some cases, decisions that were made were sometimes changed when more accurate information was received, and that workers often flooded the offices to confirm decisions made or communicated.

Erwat and Fabunmi (2006) investigated the extent to which information acquisition and management capacity correlated with administrators' decision-making effectiveness in tertiary institutions in Southwestern Nigeria. The results of their study revealed significant relationship between information acquisition and administrators' decision making effectiveness, and also between information management capacity and administrators decision making effectiveness

Bo wander (2001) and Miyake (1992) in their study of the information management strategy of the Nippon Steel Corporation. The strategy focused on sustaining the competitiveness of the company in the world market for steel and its success is said by the authors to be due to intensive scanning of new information ;identifying new business opportunities using IT; rapid information assimilation through organizational learning; information fusion for generating new innovations; intensive use of information through

learning by doing and learning by using; building competence for achieving new business through tie-ups and rapid commercial utilization of already available technologies; and highly forward-looking and intensive information management strategy at the firm level.

March and Simon (ibid) indicate that, in reality, the decision-making process is much more complex and that individuals will often make decisions that satisfy i.e. meet the minimum criteria for dealing with a problem rather than 'optimize', i.e. select the best and most logical course of action. Part of the reason is that they lack the information processing capacity necessary to assimilate all the relevant information and weigh the alternatives.

Janis's (1989) research on factors affecting the decision-making of leaders indicates that individuals are often influenced by the views or likely reaction of their personal network: "Most policy makers are highly motivated to take account of affiliative constraints they want to maintain or enhance their power, compensation or status within the organization and to continue to obtain social support from their personal network" (Janis, 1989, p. 45).

Williams, Hall and Kennedy (1999) suggest that as the requirements engineering process progresses, the ability to identify creeping requirements diminishes due to lack of decision support tools to manage the process. Recently established organizations will not have had the time to develop these procedures; hence managers may respond more flexibly to change. This argument may be challenged on grounds that older organizations will have had more experience of controlling and monitoring organizational processes and may have developed procedures that can transmit 'shared corporate experience' of change to managers including requirements managers.

Opeke (1984) quoting from Federal Ministry of Education (FME,1981) made reference to Adelaja that some of the forecasts and projections on education in the country have fallen short of what actually persisted in the system. This was attributed mainly to lack

of basic data and the inability of top management to discern the role of technological progress prevailing at the time. Management is (indeed) stifled in its decision-making without information (Opeke, 1984). Hence, the urgency for Nigeria to solve the problems arising from inadequate storage, flow and use of information. As Nwankwo (1985) had observed that most of the persistent problems that bedevil Nigerian educational institutions arise from either lack of information or poor capacity for information management.

Ojebola and Fabunmi (1997) in their study established that there was a significant relationship between, female administrator's information acquisition capacity and administrative efficiency: Recommendations were made that funds should be made available to improve information acquisition capacity of administrators through training and where necessary, there should be provision of computers and qualified personnel to handle the management of information system of each department or section.

Moreover, Opatola (1998) found out that information management capacity of the administrators in the Oyo State Ministry of Education, Ibadan, Nigeria, was low even though there was high level of information. The study concluded that there was need to improve information processing using modern techniques and technologies. Communication was also an aspect that was emphasized that needed to be improved in order to increase the information management capacity of the administrators. This study, therefore, is aimed at addressing the issue of information management, specifically, in KMC. This would be a contribution to improved efficiency and effectiveness in administration in LGAs in the country.

2.3 Synthesis of the reviewed literature

From the reviewed literatures it has been discovered that most of the prior studies on information management have been carried out in business organizations and some in Research and Development settings while others in tertiary education institutions such as in Southwestern Nigeria which have been done either in Federal or State Ministries of

Education or other educational organizations (such as National Board for Technical Education – NBTE) and not in Local Government Authorities. The studies that have been carried out in such educational organizations generally agree that there is the need to improve information management and also make use of modern facilities in order to provide appropriate information for decision-making. For example, Igwe (1995), Opeke (1984) and Adelaja (cited in Opeke 1984) all attributed problems in decision-making to lack of appropriate information.

In Africa in general and Tanzania in particular experience suggests that the management of information is mostly files cabinet system as it has been indicated in the Standing orders for the public service (2009) which states that communication between Ministries shall be in form of letters, fax telephones, E-mail and telex. Furtherance the local government law miscellaneous amendment Act no. 13 (2006) section 78 states about the supply of information that local government authorities are required to prepare and submit quarterly report to the DC about the implementation of the development plans and programs .Furtherance the regulatory frame work on information or record management does state clearly the structure, information availability and the information users for decision making. With this observation there is a need to improve information management because the law does not state clearly the proper information management in LGAs. Therefore it is in this instance that has contributed for the need of this study on the investigation onto the contribution of well managed information to administrative decision making more specifically in Local government Authorities in Tanzania with specific reference to KMC.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the methodological approaches that will be used to achieve the research findings which among other things will include research design, population of the study, sample, sampling procedures and research instruments.

3.1 Research design

For the purpose of this study a case study design was used to direct the study on the contribution of information management to administrative decision making in KMC as one of the Local Government Authorities in Tanzania. The study used a case study design because it covered only one organization (KMC) and also the design helped the researcher to get deep investigation/study onto the topic of interest

3.2 Area of the study

The study was conducted in Kinondoni District (Municipality) which is the northernmost of three districts in Dar es Salaam, Tanzania, the others being Temeke (to the far Southeast) and Ilala (downtown Dar es Salaam). To the east is the Indian Ocean, to the north and west the Pwani Region of Tanzania. For the purpose of this study KMC has employed **8330** staff who became the study population of the study. The area of Kinondoni is 531 km².

Kinondoni Municipality was established as a Municipal council by the local government law (Urban Authority Act) of 1982 which was an amendment of the Municipalities Ordinance Cap.105 and the Local Government Ordinance Cap. 333. Administratively, Kinondoni Municipal council is broken into 4 divisions, 27 different wards, and 113

sub-wards. Below is a list of the wards in Kinondoni District/Kinondoni municipal council:-

Bunju ,Goba ,Hanasif ,Kawe, Kibamba, Kigogo, Kijitonyama, Kimara, Kinondoni, Kunduchi, Mabibo, Magomeni, Makuburi, Makumbusho, Makurumula,Manzese,Mbezi,Mburahati,Mbweni, Mikocheni, Msasani, Mwananyamala, Mzimuni, Ndugumbi, Sinza, Tandale, Ubungo. Appendix I shows the map of KMC.

The Chief executive is the MD who is assisted by 12 heads of Department namely;- community development, internal audit, legal and security, planning, statistics and monitoring, ICT, Public relation, health and sanitation, Education and culture, finance, Trade and industry,, Urban planning, agriculture, Natural resources and environment, Personnel and administration. The Municipality is run through a committee system with each committee having specific responsibilities. The committees` decisions are implemented by the departments. There are three standing committees namely as:-

i) Finance and administration committee; ii) Town planning, land and natural resources committee; iii) Education, Health and Community development committee .The three standing committees report to the full council of the Municipality. Appendix II shows the administrative structure of the council.

3.3 Population study

Population is group of inquiry/elements of inquiry from which a sample is to be drawn. In the light of this statement the study population was 8330 where by males were 3330 and females were 5000 all of which were from different departments. Out 8330 of the population study only 60 elements/samples were drawn from this population for study. This was done purposely because of the concept of time and cost which were all limited.

Table 3.1 Population of the Study

Department/position	Number of staff	% of total
Municipal Mayor	1	0.012
Municipal Director	1	0.012
Education and culture(primary)	4897	58
Health	1354	16
Personnel and administration	328	3.9
Works	52	0.62
Finance and trade	75	0.9
Urban development ,social Welfare and cooperation	122	1.5
Planning and coordination	5	0.06
Education (secondary)	1354	16
Water	16	0.19
Community Development and social welfare	54	0.64
Agriculture and livestock	84	1
TOTAL	8330	100

Source –research 2013

3.4 Sample size and sampling technique

3.4.1 Sample size

The size of the sample of this study was a sample of 60 respondents which was used to represent the population of the study.

Table 3.2 Sample size

Department/position	Sampling frame	Sample selected	% of the total sample selected
Municipal Mayor	1	1	1.6
Municipal Director	1	1	1.6
Education and culture(primary)	4897	8	13
Health	1354	6	10
Personnel and administration	328	12	20
Works	52	2	3
Finance and trade	75	10	16
Urban development ,social Welfare and cooperation	122	6	10
Planning and coordination	5	3	5
Education (secondary)	1354	5	8
Water	16	4	6.6
Community Development and social welfare	54	3	5
Agriculture and livestock	84	2	3
TOTAL	8330	60	100

Source- research 2013

3.4.2 Sampling techniques

The sampling techniques employed in this study are judgmental sampling and simple random sampling technique as described here below:-

3.4.2.1 Judgmental Sampling technique

In the question of this research, the potential respondents were selected depending on their convenience and availability. The sampling meant for the key decision makers in the same way out of 60 respondents 18 were included through this method. It includes MM, MD HoDs, and office supervisors as shown in the table below.

Table 3.3: Judgmental sampling technique

Type of respondent	Number of population	Sample selected	Percentage of the sample
Mayor	1	1	5
MD	1	1	5
HODs	12	12	66.6
OS	08	04	22.2
TOTAL	18	18	100

Source: this study (2013)

3.4.2.2 Simple random sampling procedure

The study population was 8330 which was then narrowed down to 2800 from which a sample of 42 respondents were selected by using a systematic simple random technique. In this method a researcher took a paper and made ten pieces, then wrote one to ten on a piece of paper. There after the paper folded and mixed thoroughly in a container and a researcher blindly selected one piece. The selected number on the paper was 10 and that became the interval of selecting the required sample by pinpointing names using a sharp pencil .The researcher kept records until he generated the required sample of 42 respondents.

Table 3.4: Simple random sampling procedure

Department/position	Sampling frame	Sample selected	% of sample
Education and culture(primary)	4897	4	9.5
Health	1354	3	7.1
Personnel and administration	328	8	19
Works	52	2	4.7
Finance and trade	75	4	9.5
Urban development ,social Welfare and cooperation	122	5	11.9
Planning and coordination	5	3	7.1
Education (secondary)	1354	5	11.9
Water	16	2	4.7
Community Development and social welfare	54	3	7.1
Agriculture and livestock	84	2	4.7
TOTAL	8330	42	100

Source- research 2013

3.5 Methods of data collection

In the course of data collection methods, the study used both primary and secondary data collection methods. Therefore questionnaires, Interviews, and observation were used to collect primary data while documentary method was used to collect secondary data related to the problem in question

3.5.1 Questionnaires

The study used questionnaires where a total number of 42 questionnaires were distributed to the respondents. Furthermore, the study used both open questionnaires in order to give respondents enough freedom and wide chance to give out the answers on the topic of the researcher's interest on the other hand the study also used closed ended questionnaires.

In order to avoid language barrier a researcher used both English and Swahili languages; respondents were given a chance to choose a questionnaire between the two languages depending on the competencies that one had at either English or Swahili. The other reason which motivated a researcher to use this method was that, respondents were expected to answer the questionnaires at time that will be suitable to them and respondents cannot be as inhibited in answering sensitive questions. However the questionnaire is the only practical approach when dealing with many respondents .A sample of questionnaires is attached in **Appendix III**.

3.5.2 Guided interviews

This technique involved the researcher asking questions and respondents were expected to give the answers face to face. The method was conducted to fill the gaps that were left by questionnaires and an observation .This method was mostly applied to the Heads of Departments together with the Municipal Director and Mayor of the Municipality as well as four respondents from the record office. An interview guide is attached in **Appendix IV** which shows the a list of guides which a researcher interviewed respondents in order to get better understanding of the topic under investigation, to provide real life data and examples that was used in course material. Therefore by this method a total number of 18 interviewees were interviewed.

3.5.3 Observation

Observational data gave the researcher the opportunity to gather live data through live situations (Cohen *et al.*, 2000, p. 305). Patton (as cited in Cohen *et al.*, 2000, p. 305) suggested that observational data should enable the researcher to enter and understand the situation that is being described. Patton stated further that the researcher is given the opportunity to look at what is taking place on the spot, rather than at second hand. For the sake of this study participant observation was used so as to explore more and obtain on the spot facts that could not be obtained by the use of other methods like interview or questionnaire .Observation kit is attached in **Appendix V**.

3.5.4 Documentary sources/ reviews

Documentary source are those which are contained in the published and unpublished documents such as reports, statistics, manuscripts, letters and diaries (Young and Schmid, 1988). This is supported by the present form and content of this thesis where the researcher reviewed many published and unpublished documents which included books, magazine, articles, papers, acts, Policies and regulations such as the LGRP II, Standing Orders for the Public Service 1999, organization administration chart, the national constitution, and the map of the Kinondoni Municipality or Kinondoni District Council.

3.6 Data analysis and processing

The collected data were categorized into four categories namely as data from the interview transcripts which were edited for further analysis, data from the filled questionnaires which included the profile of the respondents and closed questions which were analysed by the use of ME where as data from filled open questionnaires, data from the interview transcripts and data from observation instrument were analysed manually. Generally the data were coded, edited, classified and arranged in groups on the basis of common characteristics and then placed in one class e.g. education, sex, marital status, occupation for easy interpretation.

Furthermore, the data were processed and analyzed using descriptive statistics such as the use pie charts, frequency tables and percentages which reflected relative measures of a specific category in the distribution. This process made to be possible and successful using manual working together with computer programme mainly Microsoft Excel (ME) and Microsoft word (2007)

CHAPTER FOUR

PRESENTATION OF THE FINDINGS

4.0 Introduction

The findings of this study in this chapter are presented in the following sequence: demographic profile of the respondents, information structure, information uses or availability and stakeholders of IM in Kinondoni Municipal Council, and perceptions of effective IM in the council.

4.1 Demographic profile of the respondents

This section of the study shows the major features of the respondents which have been identified into six key features namely Age, Gender, education level, and total years of work experience, job category and marital status. These features gave general information about respondents and to assist the researcher understanding on the findings of the study. This is presented as here below:-

Table 4.1: Age distribution of the respondents

Age group	Frequency	Percentage
20 – 25	3	5
26 – 30	12	20
31 – 35	16	26.6
36 – 40	18	30
41 and above	11	18.3
Total	60	100

(Source: Field Data, 2013)

Table 4.1 illustrates that, 3 respondents representing 5% of the sampled population were between 20 and 25 years. In addition, 12 respondents representing 20% of the sampled population were between 26 and 30 years. On the other hand, 16 respondents representing 26.6% of the sampled population were between 31 and 35 years, 18

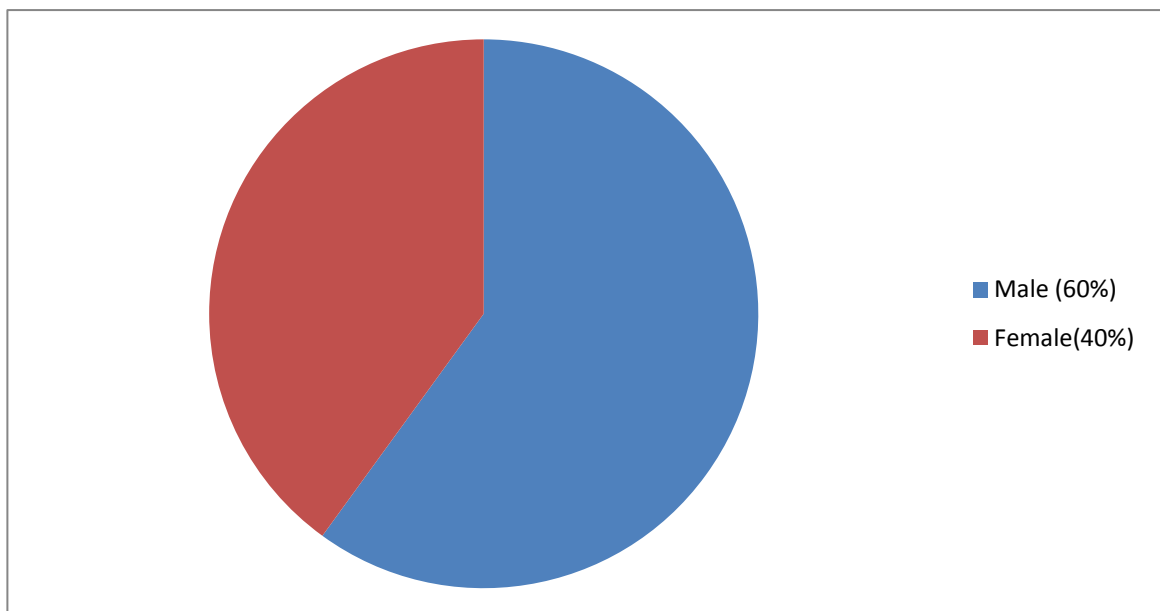
respondents representing 30% of the sampled population were between 36 and 40 years and between 11 respondents representing 18% of the sampled population were between 41 years and above.

These findings portray that majority of KMC are between the ages 36 and 40 followed between 31 years and 35 years and the like. This implies that KMC used mature people to carry out the day to day operations.

4.1.1 Gender of respondents

The findings revealed that 36 (60%) of respondents from the sections were males and 24(40%) of the respondents were females. This is due to the fact that in KMC the number of male staff is greater than female staff. Sex of the person influences the individual response on various issues.

Figure 4.1: Gender of the respondents



(Source: field study 2013)

Figure 4.1 shows that 36 (60%) of the respondents selected for the study were males. On the other hand, 24 (40 %) of the sampled population were females. The above result depicts that majority of the respondents in the KMC are male.

4.1.2 Marital status of the respondents

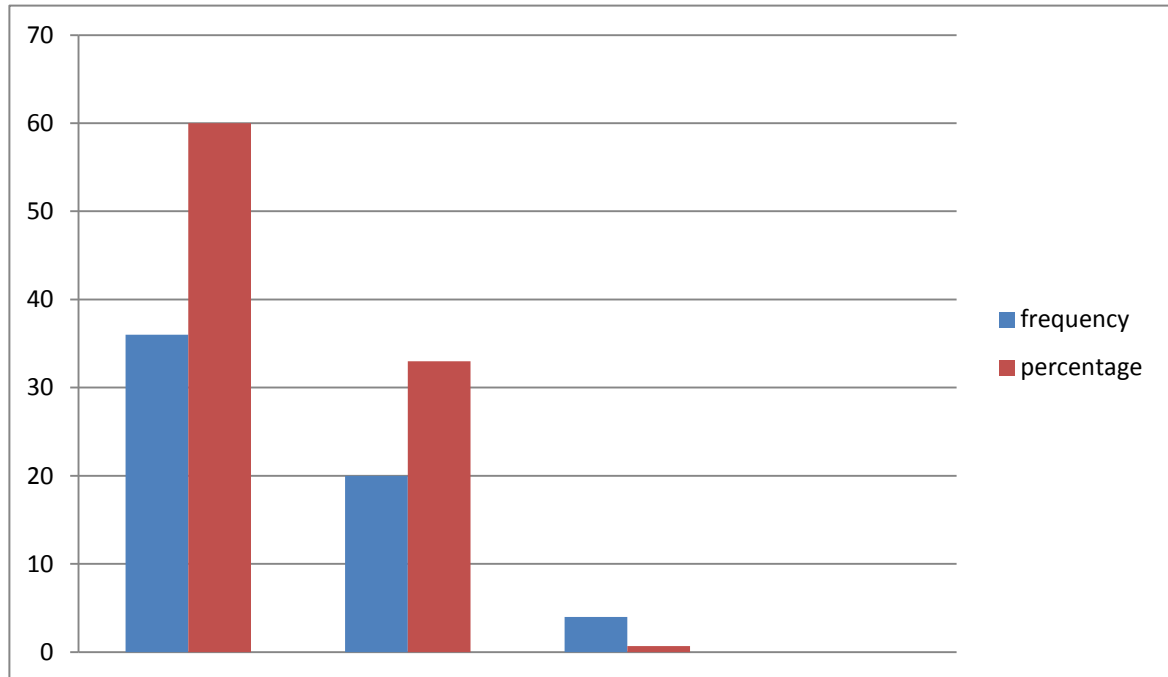
This profile was categorized into married, single and divorced respondents. This helps to determine whether one has so many responsibilities and need more time to think and provide for his/her family. The implications of the results are since most of the respondents are married and hence having many family responsibilities.

Table 4.2 Marital status of the respondents

Marital status	Frequencies	Percentages (%)
Married	36	60
Single	20	33
Widow/divorced	4	0.7
TOTAL	60	100

(Source; This study 2013)

Figure 4.2: Marital status of the respondents



Source: field study, 2013)

Figure 4.2 illustrates that, 4 respondents representing 0.7% of the sampled population are widows. In addition, 20 respondents representing 33% of the sampled population are single while 36 respondents representing 60% of the sampled population are married. The above findings portray that majority of KMC are married (60%), single (33%) and widows (0.7%) respectively. This implies that, the majority of the respondents are married impliedly that they have a lot of responsibilities to meet which may sometimes lead to poor management of the information in the KMC for improved decision making.

4.1.3 The distribution of respondents by job category

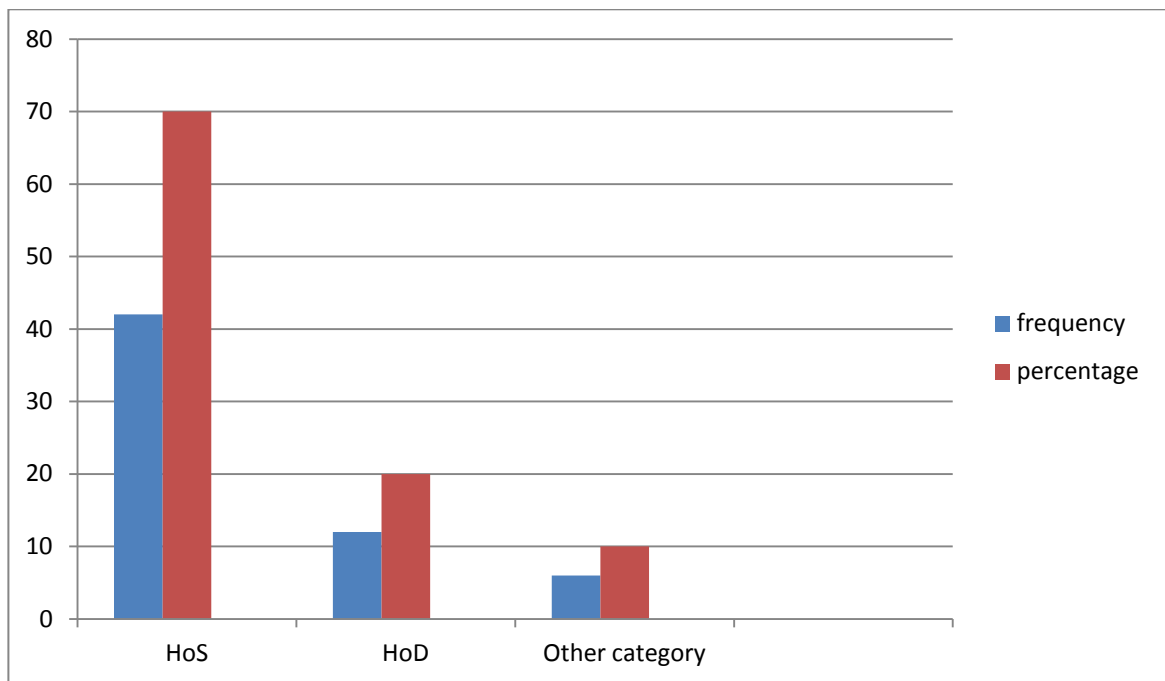
The class in which the designation of respondents fell was another factor that the study tried to establish. Result in table 4.4 shows that the majority of respondent's designation that is 12 was HoS, 42 were HoDs and 6 were other category.

Table 4.3: Distribution of respondents by job category

Job category	Frequency	Percentage
HoS	42	70
HoD	12	20
Other category	06	10
TOTAL	60	100

Source: This table 4.3

Figure 4.3: job category of the respondents



(Source: This study, 2013)

What is X axis and what is Y axis/ please label the axes

Figure 4.3 demonstrates that 42 of the respondents were Head of Sections representing 70% of the sampled population. On the other hand 12 were Heads of departments representing 20% of the sampled population while 06 respondents representing 10% of the sampled population fallen under other category of the sampled population.

4.1.4 The distribution of respondents by years of experience in KMC

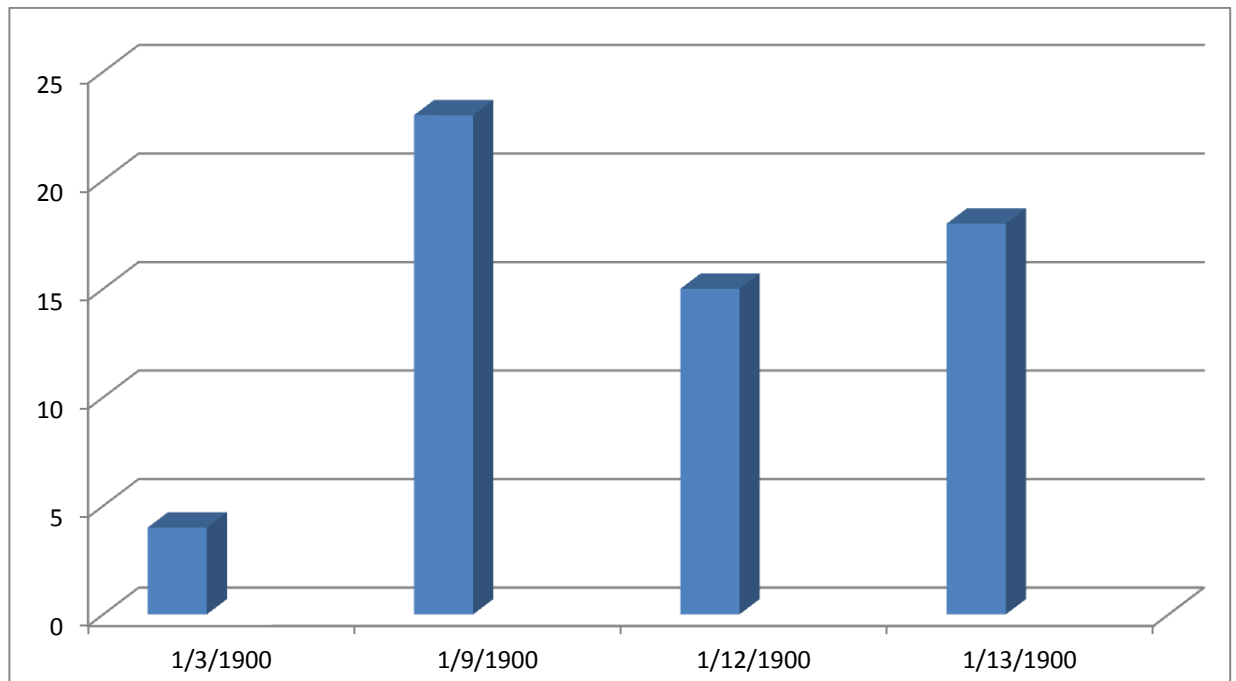
The length in the service is another factor that influences respondents' awareness on various IM issues in KMC.

Table 4.4: The distribution of respondents by years of experience in the KMC

Years	Frequency	Percentage
1-3	4	8.0%
4-6	23	40.0%
7-9	18	28%
10-12	15	24%
13+	60	100.0%

Source: Field Study (2013)

Figure 4.4: Years of experience by the respondents in the service



Source: Field Study (2013)

Years

4.1.5 Education level of respondents

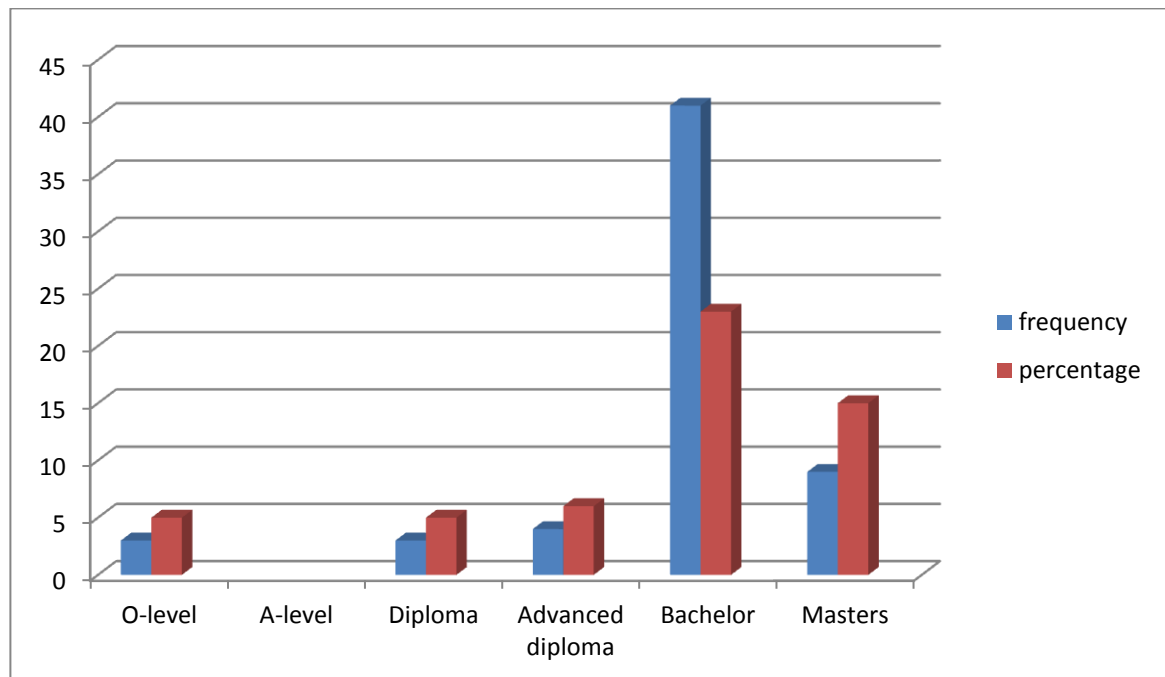
Education is another factor that influences respondents' awareness on various issues surrounding him/her. The education level of respondents were categorized into seven categories which are O-level, post O-level, Diploma, Advanced diploma, Bachelor, Master's and Doctorate

Table 4.5: level of education of the respondents

Education category	Frequency	Percentage
O-level	3	5
A- level	0	0
Diploma	3	5
Advanced diploma	4	6.6
Bachelor	41	68
Master	9	15
Doctorate	0	0
Total	60	100

Source: Field Study (2013)

Figure 4.5: Education level of the respondents



Source: field study, 2013

Figure 4.5 illustrates that 68% of the sampled population for the study had Bachelors' degree. In addition, 15% of the sampled respondents had masters' degree. Finally, 5% of the sampled respondents had a diploma. While 5% of the respondents had secondary schools certificates. This signifies that about 68% of the KMC had completed their bachelors' degree. Also, the educational background of the respondents means that KMC employees qualified personnel.

4.2 Information structure in the KMC

Information, as we know it today, includes both electronic and physical/manual information. The information structure within the organization must be capable of managing this information throughout the information lifecycle regardless of source or format (data, paper documents, electronic documents, audio, video, etc.) for delivery through multiple channels that may include electronic or physical / manual information management systems.

4.2.1 Electronic information management systems; these include the following

Table 4.6: Electronic information Management Systems

Department/ Sections	Type of IS	Information systems use	Users/ Its structure
Health	DHIS₂	<ul style="list-style-type: none"> Routine based health data 	Information is flowing from the health centres to the MoH(bottom- up- structure)
Town planning	LGMD	<ul style="list-style-type: none"> Data monitoring 	Information is flowing from the LGAs, Rs and to the PMO-RALG and other stakeholders.
Town planning	PLANREP₂	<ul style="list-style-type: none"> Planning Budgeting Reporting 	Information is flowing from the LGAs, Rs, PMO-RALG , MoF, and to the MoH
Admin. and personnel	LAWSON	<ul style="list-style-type: none"> Promotion Rewards management systems Leaf Retirements Appointments Demotions Performance appraisal 	Information flows from the council to the Public service management (Human Capital Management system), and to the TAMISEMI (Human resource information system) for check and balance.
Accounts	EPICOR	<ul style="list-style-type: none"> Payment of salaries Bank reconciliation Reporting on the income and expenditure of the council For approval of fund allocation Payments of invoice Approval of expenditure of the council and e.t.c 	Accountants to the Municipal Treasurer (MT) for the case of internal flow of information. In case of external flow of information; information is structured from the council to the TAMISEMI purposely for check and balance of the income and expenditures.
HIV/AIDS	TOMSHA	<ul style="list-style-type: none"> HIV prevention services HIV impact mitigation Training and capacity building Areas to be covered in the work plan Comments from the organization 	Information is flowing from the (implementers) CSOs dealing with HIV/AIDS to the Council, Rs, TACAIDS and to the MoH and social welfare.
Works	DROMAS	<ul style="list-style-type: none"> Road networking at the regional level within the LGA 	Used by the Municipal engineer: it is structured from the council within the LGA, Rs ,TANROADS and to the Ministry of Works

(Source: Interview with the HoS and HoDs)

Table: 4.7 Manual information management systems in the KMC

Manual System	Function /type of decision	Users/ Its structure
File cabinet system	Particulars of staff, information from the stakeholders and the community	Flowing from the appropriate authority or department to the MD depending on the needs
Councils' Management Meeting	Issues affecting the council and the community at larger	Councilors, the Mgt and HoDs
Monday prayers	Day to day activities within the council	Heads of Departments

Source: Interviews with the Municipal clerk and the Os, 2013

4.3 Information use

Respondents were asked to respond on whether information is used for decision making or not. The response were categorized into four categories of yes No, I don't know and not sure whether information is used for decision making or whether information is required in performing their tasks as shown in 4.8

Table 4.8: Respondents' response on information use for decision making

Response	Score	Percentage
Yes	48	80
No	12	20
Not sure	0	0
I don't know	0	0
Total	60	100

Source: Table 4.1

Table 4.9: Knowledge of the respondents about the information uses in decision making in the KMC

The influence of information uses on decision making		
Response	Number of respondents	Percentage
Yes	45	75
No	10	16
Not sure	05	8.3
TOTAL	60	100

Source: Field study 2013

Table 4.10 ways that information can influence decision making

Ways through which information uses influence decision making		
Response	Number of respondents	Percentage
Planning	14	23
Organizing	9	15
Leading	8	13.3
Controlling	9	15
Staffing	11	18
Budgeting	9	15
TOTAL	60	100

(Source: field study, 2013)

4.4 The role of internal stakeholders for effective information management

Table 4.11: Stakeholders for information management

Do you think that the internal stakeholders of information are the staff and the management of the council?		
Response	Number of respondents	Percentage
Yes	43	71
No	02	03
Not sure	8	13
I don't Know	7	11
Total	60	100

Source: Field study, 2013

Table 4.12 Response of the respondents on the information use by the intensity of use

Mention them by intensity of use		
Response	Number of respondents	Percentage
MD	39	71
MM	02	03
HODs	8	13
HOSs	7	11
Subordinates	4	0
Total	60	100

Source: Field study, 2013

Table 4.13: The role of internal stakeholders for effective information management

The roles of internal stakeholders for effective information management in the council		
Response	Number of respondents	Percentage
Receiving information	13	21
Monitoring the movement of files	12	20
Storage of information	11	18
Information control	10	17
Dissemination of information	9	15
Total	60	100

Source: Field, 2013

4.5 General findings of the study

Basing on the information provided on the respondents profile on various issues relating to information management in the KMC it is clear that respondents are aware of different information management issues , thus ,they are the right respondents to meet the objectives of the study, and they have achieved thesis objectives. The first part of the questionnaire was designed to obtain respondents characteristics. 42 questionnaires were distributed to the respondents; 18 of the study sample were interviewed who were HODs (12), and 4 respondents from the registry office making a total of 60 respondents of the study.

Likewise, the fact that information is a strategic resource in any organization little emphasis has been paid to this resource in the KMC. The study revealed that many of public servants in KMC pay little attention to the proper management of information for improved decision making. This was evidenced from the data analysis where it was revealed that 23% of the information is used for planning and other managerial activities.

In addition to that , the study reported that the structure of information management system is a bottom up structure consisting of both electronic information management softwares such as the EPICOR, LAWSON, DROMAS, DHIS and the TOMSHA where by physical information systems were reported to be the files cabinet, the council management meetings, Statutory meetings and among others. On the other hand the study found out that the role of internal stakeholders for effective information is not full played so as improve the government decisions in the KMC. Generally, the study reported that the role of internal stake holders for effective information management were to receive, collect, store, control monitoring the movement of files and dissemination of information .Thus, the study established that, information is not given attention its meaning is not known to most of the staff because there is no effective mechanism to make the proper management of the information for improved decision making.

CHAPTER FIVE

DISCUSSION OF THE RESEARCH FINDINGS

5.0 Introduction

The chapter presents a discussion of the research findings .The findings were discussed in accordance with the specific objectives of the study. The discussion of this chapter tries to answer the research questions which helped to achieve the objectives of the study. The method used in the collection of data includes questionnaires, interview, observation and documentary method where by the obtained data were edited, classified and tabulated as well. The data were then presented in tables and figures in for which percentages were computed.

5.1 Information structure in KMC

From the findings presented in chapter four it was revealed that information structure in the KMC is categorized into two structures in which the first structure is electronic information management systems and the second structure is the manual information management system such as decision made in the councils' meeting and file movement within the KMC were revealed to fall under the physical information management structure or manual.

5.1.1 Electronic information Management software

From the data collection instruments such as interview, questionnaires and observation, the study found out that six departments use electronic information software's for their operations.

First, the PLANREP2 and the LGMD .The study found that planrep2 and the LGMD are the soft wares found in the department of planning, statistics and monitoring in the KMC. These data base are used for Planning, data capturing, monitoring, reporting and budgeting from the grassroots and up to the Prime Ministers' Office Regional

Administration and Local Government. The information is flowing from the grassroots up to the Prime Ministers' Office Regional Administration and Local Government. The system would provide local users (managers, local politicians, general public) with important information on the annual plan and budgeted expenditure. These data could then be transferred to regional and national databases. Therefore the structure of information is bottom up or hierarchal structure.

Secondly, LAWSON, this is the Human Capital management Information System used by the Department of Administration and personnel for the day to day operations within the Personnel department. The application software is used to carry out all human resource related activities such as payment of salaries, promotion, transfer, leave, termination, retirements, appointments and etc. Within this software, the information is flowing from the council (LGA) to the TAMISEMI and finally to the Presidents' Office public service Management purposely for check and balance of the day to day operations.

Thirdly, DHIS, from the findings presented in chapter four it was found that KMC uses DHIS which is an open source operating from the District, Regional Secretariats and finally to the Ministry responsible for health and social welfare. The information contained in this data base are the routine based health data such as the outpatient data (OPD) and the Ante -Natal Care Clinic (A and C). Generally the structure of information in this data base is bottom up structure flowing from the grassroots to the top. At the grass root they use paper based which must be submitted to the council so as to be fed in the software.

Fourth, DROMAS, this is another information management software in the local government authority that have been installed for road maintenance and networking at the District level within the LGA. It is structured from the LGA/District, Rs, TANROADS and finally to the Ministry responsible for Works.

Fifth, EPICOR, this was revealed as one of the IM data base used by the KMC for the proper management of the council's finance .The soft ware ensures that the accounts which are being computerized as part of the Local Government Reform Programme address the management requirements for financial information, especially in the context of programmed budgeting; and other set s of computerized management tools for use within local government.

Sixth, TOMSHA, this stands for Tanzania Output Monitoring System for HIV and AIDS. This data base was found in the department of Community Development under the section of HIV/AIDS in the KMC. The data base is a non-medical system designed for monitoring and evaluation of the HIV data. The information contained in this system is the information relating to the organization dealing with HIV/AIDS or the CSOs, HIV prevention services, HIV impact mitigation services, information about training of man power and capacity building. The structure of information in this data base is a bottom up structure .Therefore information is flowing from the implementers' i.e the Civil Society organization dealing with HIV/AIDS to the Department of Community development under the section dealing with HIV/AIDS for monitoring and evaluation of the data and finally to the, Rs, TACAIDS and to the MoH as well.

5.1.2 Manual information management structure

From the findings presented in chapter four above, the study found that another structure of information management is physical structures which was depicted in the three manual systems namely as:-

First, files cabinet systems, in this section in relation to the findings presented in chapter four, file system was found to be one of the information management flow or information management structure. The information contained in the file are the particulars of an employee which *inter alia* are the employee's name, Check number, Registration number such as TSD in case for the teachers, vote number and etc. Within filing system it was found that information is flowing from the appropriate department to

the MD for any consultation. In addition to that it was observed that all correspondents were required to be addressed to the MD for further steps to be taken in dealing with any matter where the council is a part of it.

Secondly, statutory meetings were identified as one of the manual information management system for disseminating information to the citizens in the KMC. During this meeting; supply and demand of information can easily be disseminated for a particular decision to be made. However the risk of this approach is poor attendance of the members in some of the streets and wards.

Thirdly, Council Management meeting, through observation it was observed that council's staff (the executives) and the politicians (the councilors) seat together so as to discuss various issues affecting the council and the community around the KMC. In here the information is flowing from the member of the meeting to the Chairman and secretary of the meeting there after an issue is discussed by the member of the meeting until the conclusion is reached.

Lastly is the Monday meeting .This is sometimes termed as the Monday prayers. In here it was observed that HoDs meet together on every Monday morning from 08:00 am to 10:00 am. During the meeting HoDs discuss various matters pertaining in their respecting departments. Then the minutes are jotted down as point of reference for the next meeting. Therefore issues like the performance of each department are discussed and clarifications are provided as well.

On top of that, the study revealed that the information flows in the KMC are often presented in a hierarchical structure which is both electronic and physical structure, that it is a bottom up structure. This is to say information is flowing from the grassroots i.e villages, streets and wards to the Councils' management team who are the decision makers of the council. The information which is received from the villages or streets is later sent to the ward or WDC for discussion, the issue is then sent to the council then to the Rs so as to be submitted to the appropriate authority which has the mandate to make

decision. This is supported by the response of an interview with the ICT –HOD who said that the information structure of the KMC is decentralized sort of structure as the information flows from the grass roots to the Council management team for a decision to be made for example the information about budgeting process must come from the villages, wards and then to the council so as to set priority areas.

5.3. Information use for decision making in KMC

Information leads the managers to the type of information they need. Sources such as printed materials (i.e. reports) may lead to information about the content of the reports from various meetings or about customers and competitors. In the questionnaires, the respondents were asked to indicate the types of information they commonly gathered in performing their managerial tasks. The following types of information namely, internal data and reports, customers and clients, information about council's performance ,news, services, government regulations/policies, competitors, staff members, conferences, seminar proceedings and reports, and politics were listed. From this study the information used for decision making was from the law and regulations.

Generally from the data collection instruments it was revealed that information is used for a number of purposes and essentially for decision making such as:-

Planning

In the study it was revealed that information is used for the council's planning which inter alia include setting out the council's objectives, aims and target to be achieved in accordance to the strategic plans of the council. This is evidenced by the response of the respondents for example 14(23%) of the respondents reported that information is used for planning the council's goals, targets and targets to its priority areas.

Organizing

Organizing is an important responsibility in any management field .For example in this study it was revealed that information management is used for the organization of the council. For example 9(15%) of the respondents reported that information is used for the allocation of the staff's responsibilities include organizing the resources of an organization, identifying different roles, choosing the right people for these roles, delegating tasks to people and among others.

Leading

The study found out that information in the council is used for influencing and inspiring people in such a way that they feel motivated to do their jobs. People find it easier to follow a leader. Following the response of the respondents it was revealed that 8(13%) responded that information is very important for leading the council. In addition to that, a researcher observed that information is a catalyst for leading thus employees' needs relevant and timely information so as to carry out their duties. Thus, every manager must aim at becoming a good leader. A leader focuses on interpersonal relations with each employee and constantly motivates them to perform better.

Controlling

This is another important information use as it was revealed from the study where 9(15%) of the respondents responded that information is essential for controlling. Further, the study established that information helps us to set plans. Once a plan has been carried out in a respective department what is need is to evaluate the results against the goals. If a goal is not met, the respective department must needs to take any necessary corrective actions to continue to work towards that goal. For example MMO, Kinondoni Municipal Council reported that information helps a lot to control unregistered Health centers and Dispensaries.

Staffing the organization

Also the study found that information is used for evaluating, recruiting, selecting, training, and placing appropriate individuals into defined job roles. Through observation it was observed that HR manager spent time for evaluating his or her workforce needs, discovering where employees need to be added, trained, or removed, and then making those changes so that the organization can continue survival as usual. In addition to that 11(15%) of the respondents responded that information is used for staffing the organization or the council in this perspective.

Budgeting

From questionnaires it was discovered that information is used for budgeting .This is to say receiving estimate from the grass roots for budgetary preparation so as to set out their priorities areas. For example 32(76%) out of 46 (100%) respondents responded that information is essential for the council’ budgeting process.

Table 5.1 Information use for decision making in Kinondoni Municipality

Information use	Comment
Planning	Frequently used
Organizing	Frequently used
Leading	More often used
Controlling	Frequently used
Staffing	Frequently used
Budgeting	More often used

Source: This study, 2013

5.4 The role of internal Stakeholders for effective information management in the KMC

The stakeholder concept has achieved widespread popularity among academics, policy-makers or decision makers, the media and corporate managers (Dialogue by Design 2008). As information management has becomes increasingly demanded in national and international organizations and KMC in particular, it becomes ever more crucial for

decision-makers to understand who is affected by the decisions and actions they take, and who has the power to influence information for decision making

In the light of the above notion from this study it was discovered that there are two categories of stakeholders who have influence on information use for decision making who are internal stakeholders (employees and management) who participate in the coordination, funding, resourcing and dissemination of information from the council for decision making process.

On the other hand external stakeholders (the citizens, clients, suppliers, the CG and GA) who are engaged in contributing their views and experiences in addressing the issues that is important to them as patients, service users, carers and members of the local community. Thus the study looks the role of internal stakeholders for effective information management in the council which are as follow:-

Receiving information

Through the data collection instruments such as questionnaires, interviews and observation, the study established that the role of internal stakeholders first is to receive information from different sources such as from the citizens or the customers, from the donors, the CG and the GAs as it was reported by one of the registry office staff that one of the role of the information users is to receive information from different sources. In addition to that 13(21%) of the respondents responded that their role is to receive information from different sources for a particular decision to be made.

Monitoring the movement of the files

From this study it was revealed that internal stakeholders who are the information users play an important role of ensuring proper movement of files to the respective recipient for a particular decision to be made. For example 32(76%) of the respondents mentioned this role as the most important that the information users play in the council.

Information control

This is another important role played by internal stakeholders of information use. For the purpose of this study it was revealed that information needs to be controlled. For example one of the respondents reported that the role of internal stakeholders is to control information they have received so as to ensure that the information provided to the people/ citizens are the right, appropriate, timely and accurate information so as to avoid chaos and therefore to reduce unnecessary questions. Further, 10(15%) of the respondents reported that information users have the role to control information for improved decision making in the council.

Storage of information

The study found that one of the roles of the stakeholders of information use is to store information for future use when required. It was responded by 11(18%) of the respondent by the use of questionnaires that information needs to be properly stored by the information users for future use and needs. For example, the HOD (Information and Communication Technology) reported that; the role of each stakeholder is to store, monitor and disseminate information to users according to the needs for in the council for improved decision making.

Dissemination of information

In this study it was revealed that stakeholders of information use play a role of disseminating information to the appropriate authority for a decision to be made. For example PRO reported that the role of each stakeholder is to ensure that the information provided to the citizens are the right, appropriate, timely and accurate information so as to avoid chaos and therefore to reduce unnecessary questions and enhance improved decision making process. Meanwhile, 9(15%) of the respondents responded that their role is to disseminate information to the appropriate authority, however it was observed the PRO is more responsible for disseminating information to the people (internal and external customers)

Table 5.2: The role of information users

The role of information users	Comment
Receiving information	Very important as per the response
Monitoring the movement of files	Very important as per observation
Information control	Very important as per observation
Storage	Very important as per observation
Dissemination of information	Very important as per observation

Source: Field study, 2013

5.4.1 Assessing the nature of each stakeholders influence and importance for information management in decision making in KMC

From this study it is important to understand that individuals and groups behave differently in different situations. The impact stakeholders can have on organizational policy and strategy is dependent on their relationship to either the organization itself or the issues of concern, or both. Influence and importance is always in relation to the objectives you are seeking to achieve. Here are some examples of types of direct influence: Legal hierarchy (command control of budgets), Authority of leadership (charismatic, political), Control of strategic resources (suppliers of services or other inputs), Possession of specialist knowledge, Negotiation position (strength in relation to other stakeholders)

Indirect influence may also be achieved through: Social, economic or political in status, varying degrees of organization and consensus in groups, Ability to influence the control of strategic resources significant to the organization, Informal influence through links with other groups, other stakeholders in assessing their importance to the council issues.

5.4.2 Stakeholder's sources of Influence for information use in decision making in KMC

Table 5.3: Stakeholder's source of influence for effective decision making

Internal Stakeholders	External Stakeholders
<ul style="list-style-type: none"> • Hierarchy (formal power) e.g. authority, senior position 	<ul style="list-style-type: none"> • Control of strategic resources e.g. materials, labour, money
<ul style="list-style-type: none"> • Influence (informal power) e.g. leadership style 	<ul style="list-style-type: none"> • Involvement in strategy Implementation e.g. strategic partners in distribution channels
<ul style="list-style-type: none"> • Control of strategic resources e.g. responsibility for strategic products 	<ul style="list-style-type: none"> • Possession of knowledge and skills e.g. cooperation partners, subcontractors
<ul style="list-style-type: none"> • Control of the environment e.g. negotiation & network of relationships to external stakeholders 	
<ul style="list-style-type: none"> • Involvement in strategy implementation e.g. as a change agent or responsibility for strategic projects 	

Source: Researcher's initiative (2013);

Meaning and interpretation: The table above identifies both the sources and indicators of influence that internal and external stakeholders may hold as source of information for decision making

5.5 Summary of the discussion

From this chapter it can be established that information is a strategic resource for the council's planning and other related managerial activities , however little emphasis have been paid to this resource. Thus, from the above observation it can be summarized that the influence of each stakeholders of information management differ from one to another depending on the intensity and needs of information use for decision making for example in the interview with the Municipal Accountant she had this to say:

“Accurate information are to be used for decision making within the finance department , for example allocation of capitation grants from the Treasury and the TAMISEMI to the ward secondary schools to the Heads of schools who are also stakeholders of information from the council”

In addition to the above observation; in an interview with the Municipal Planning Officer, he expressed disappointment about the way information is poorly managed leading to unplanned settlements in the Municipality .He said that: -

“There is an increase in unplanned settlements in our municipality. Developments in these areas have not followed proper housing plans due to poor information management and as such most of these areas are inaccessible especially during the rainy season” (MPO, Jan. 2013)

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

The previous chapter concentrated on the discussion of the research findings of the study. The primary research question, which sought to establish whether the management of information, as one of the valuable resources, receives the attention it deserves in KMC, was addressed through the discussions of the preceding chapters and the findings of the study. This chapter seeks to summarize the study, draw final conclusions and make recommendations on the best practices of ensuring sound information management in KMC.

6.1 Summary of the study

Information management is a function that is generally underestimated and is always aligned to both internal and external stakeholders within and outside the council. Conversely, information management is the collection and management of information from one or more sources and the distribution of that information to one or more audiences. This sometimes involves those who have a stake in, or a right to that information.

Information is essential to the administration of local government as it contains and keeps government programmes functioning properly. The main objective of this study was to investigate the role played by information management in an organization's decision making. The primary question that was explored was whether the management of information receives the attention it deserves in KMC by looking at the information structure, information uses and stakeholders of information management.

By conducting this study, the aim of it was to create awareness and sensitize public servants, particularly municipal officials, that ineffective management of information

indirectly affects the performance of an organization and may have adverse effects on the delivery of services, by either delaying or hampering the service delivery process. The empirical survey formed part of the study since the users' behavior, attitudes and characteristics were central to the study.

The study is organized into six chapters in which chapter one is an introductory chapter, which presented background of the study, statement of the problem, objective of the study, research questions, significance of the study, delimitation of the study, and conceptual framework. Chapter two is literature review which outlined theoretical literature review, empirical literature review, and synthesis of the reviewed literatures. Chapter three is research methodology which presented the research design, area of the study, population of the study, sampling procedure and sample size, data collection methods and data analysis methods; chapter four presented the findings of the research study where as chapter five presented the discussion and analysis of the study on the other hand chapter six summarises the study and seeks to recommend the best practices of ensuring effective management of information in KMC.

6.3 Conclusion

6.3.1 The structure of information management in the KMC

In this section it can be concluded that the study found out that the structure of information management in KMC is bottom up structure comprising of both electronic information management software such as the PlanRep2, LGMD, DROMAS, TOMSHA, DHIS, LAWSON and EPICOR. On the other hand the physical information management structure were found to be the files cabinet systems, Council's management meeting and the Monday prayers in which information is flowing from the grass roots to the appropriate authority for a decision to be made.

6.3.2 The information uses in the KMC

Information we know it today has many uses. As the section validates the validity of this claim, that information has many uses such as planning, staffing, directing, controlling, budgeting, organizing and directing. Thus, if information is properly used it can lead to the better performance of the organisation. Therefore proper management of information is essential for planning, staffing, directing and budgeting in particular priority areas. In addition to that proper information management influence improved decision making for the better performance of the organization.

6.3.3 The role of internal stakeholders for effective information management in the KMC

From this study it was found that the roles of internal stakeholders for effective information management are to monitor the information flow, store and supply of information for decision making. As it is in the case of accountability in the public sector in many of the public organizations in Africa and Tanzania in particular; the stakeholders for information management are not fully accountable towards their role leading to loss of information such as the information pertaining to the particulars of employees such as the salary arrears which are not resolved on time due to poor information management in the public sector.

6.3.4 General conclusion

The main objective of this study was to identify whether information management is well managed for improved decision making in KMC by looking on the information structure, information availability and the role of information users who are the internal stakeholders of information management .Thus the study found out that the structure of information management in KMC bottom up structure flowing from the grass roots to the top decision makers. On the other hand the study revealed that information has many uses such as planning, staffing, directing, controlling, budgeting and organizing itself to

the respective users for decision making. Lastly the study found that the roles of information users for effective information management are to monitor the information flow, store and supply of information for improved decision making.

6.4 Recommendations

From the above observation of this study it is recommended that:-

First, Information users must lead by examples. Effective information management is as vital to the success and reputation of our work as that of other enterprises such as TBL, VODACOM, AIR TELL, TIGO and etc. We cannot credibly criticize the defects of other enterprises if we are not doing better! An example of the practical steps that we can personally take in our own offices is to check, in any hard copy file that crosses our desk, whether our office staffs are folio numbering documents and maintaining files in good order. Looking to the future we should be moving our offices to a digital and paper-free environment

Secondly, with this information management age that we are now today, the study also would like to recommend on the internal training program in information management that all staff, including the head of departments, head of sections and the subordinates and essentially the staff from the registry offices are required to undertake training program on the need and importance of information management for improved decision making in the KMC.

Thirdly, my message to the management can be more practical and proliferation than 'good information management is essential'. Beyond our walls there is a profession that specializes in record keeping and information management. Excellent guidance is available in numerous codes, standards and regulations, web resources, education courses and consultancy services. We should use those standards as a benchmark for guiding an effective decision making in the council and KMC in particular.

Fourthly, we should promote regular information management audits. This must go hand in hand with updating the information management softwares so as to match with the environment and needs. While complaint investigations can pick up random instances of bad and good practice, information management is an issue in the of decisions that we never see. Case file auditing can be more effective in identifying systemic problems. Our offices can undertake those audits, but a better strategy will usually be that an agency appoints an independent expert to do the audit and publish the audit report.

Fifthly, to be able to make qualitative decisions the management need to receive timely and right information. Decisions need to be delivered to material flows full and on time. To make this possible the council is advised to centralize its information by creating **information resource centers** where all the particulars of the council will be available for use when required.

6.4.1 General recommendation

For the purpose of this study it can generally be recommended that there is a need to improve or include other variables in some of the information management soft wares essentially the LGMD, TOMSHA and the Plan Rep2 so as to capture information /data needed from the wards, villages and streets. On top of that it was reported that sharing of information in the LGAs with specific reference to KMC is very problematic especially by the use of formal established mechanisms. Thus, the study is hereby recommending on the establishment of Citizen Information Centres (CICs) at least one in each ward and to be managed by the communities themselves in assistance by competent persons either from the LGAs, CG, CSOs and the like.

Meanwhile, the study revealed that information is a valuable asset for any improved government decision because it helps the government to make better decisions on its key result areas .To ensure this asset is managed to support government programs and services, the study is hereby recommending on the adoption of the Information Management Framework (IMF) within the LGA as it is indicated in this study. A key

principle of the framework should be accountability i.e identifying clear roles and responsibilities for managing information assets within LGAs for the improved decision making in the council.

6.5 Need for Further Studies

Accomplishment of this study gives an opportunity to further study on IM .Thus, the study has provided the way for further studies on information management on various issues which are information related such as demand for and supply of information in the organization, information planning, information needs and requirements in the organization. In the light of the above statement there are some interesting areas in this research in which other researchers may concentrate on doing other useful researches, therefore the findings from this research may provide some gaps for more researches, thus the researcher calls upon other researchers from universities, colleges, research organizations and those with special interests to conduct more comprehensive studies on the subject matter.

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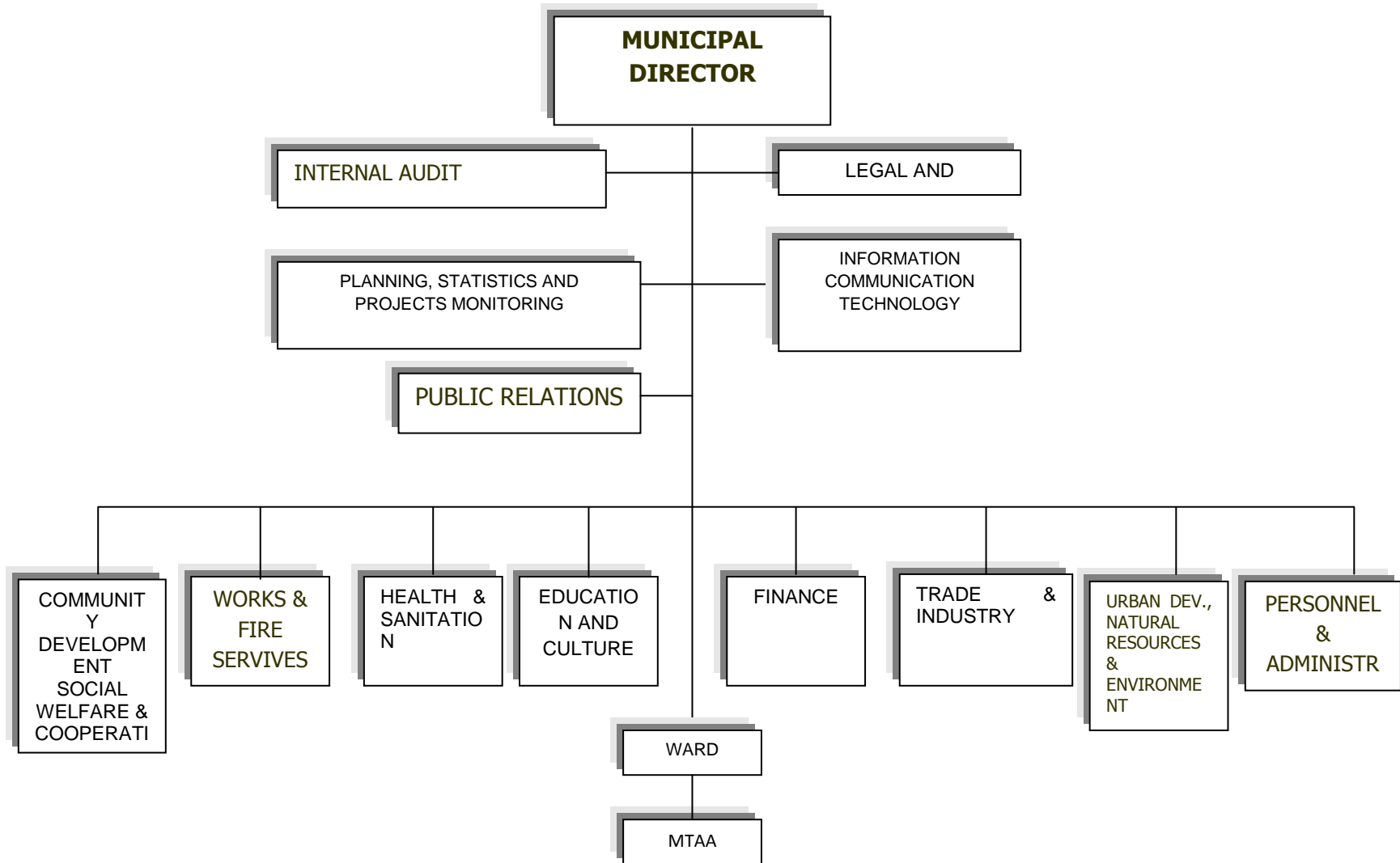
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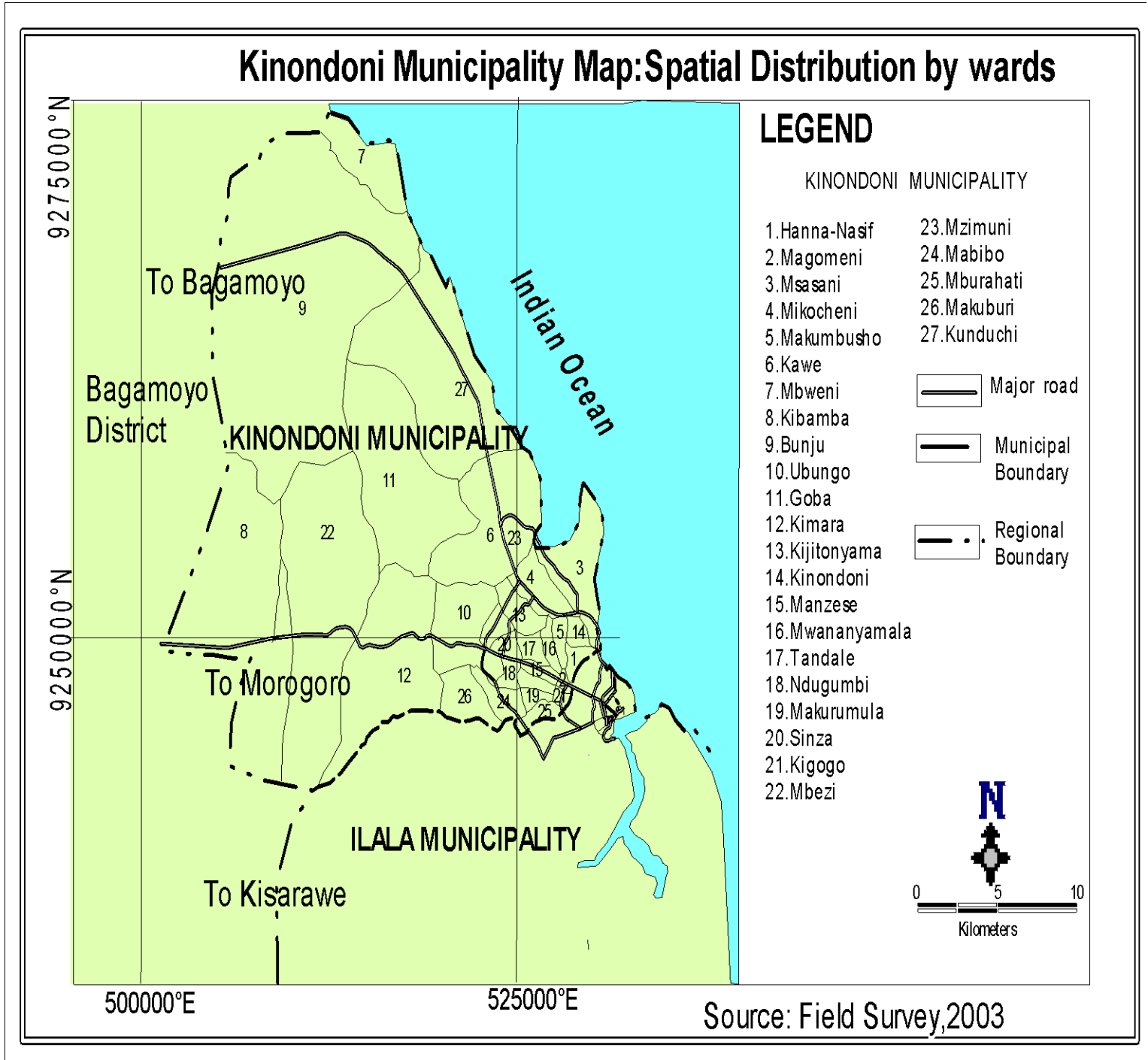
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APPENDICES

Administrative structure of the Kinondoni municipality



The Map of Kinondoni Municipal council



Source: field survey (2003)

QUESTIONNAIRE

Dear respondent!

My name is Denis Hitler Sanchawa a post graduate student (Pursuing Master of Public Administration) from the School of Public Administration and Management (SOPAM) of Mzumbe University who is doing a research study on the topic titled ‘*the contribution of information management to administrative decision making in Kinondoni Municipal Council*’. You are hereby asked to participate in the study by providing information or data on what you consider is useful in each question. Feel free to give your own views and information on this matter according to the best of your knowledge. This study is conducted for academic purposes, thus I would like to assure you that your responses will only be used for the same purpose and not otherwise and DO NOT WRITE YOUR NAME in any space of this questionnaire.

Aim

The study aims at improving the sustainable contribution of information management in administrative decision making in Kinondoni Municipal Council through advices, opinions and suggested solutions of the researcher. Your cooperation is highly appreciated to help the researcher meet those objectives.

1 Gender (please tick your category)

Male	Female
<input type="checkbox"/>	<input type="checkbox"/>

2. Age (please tick your age group)

20-25	26 - 30	31- 35	36 - 40	41+
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Education (please tick your educational group)

O Level	Secondary	Diploma	Advanced diploma	Bachelor	Master	Doctorate +

4. Total years of work experience (please tick your experience group)

1-3	4-6	7-9	10-12	13+

5. Total years of experience in this organization (please tick your experience group)

1-3	4-6	7-9	10- 12	13+

6. Type of job (please tick your job category)

HoD	HoS	Admi. Officer	HR- manager	Other

Marital status of the respondents(please tick your respective category)

Married	Single	Widow

Objective one of the study: to identify the information uses in KMC

7(a) Do you think that information uses has any influence on decision making?

Yes No not sure I don't know

7(b) If yes, mention the ways through which it can influence decision making in the council

.....

.....

.....

8 (a) In your view, do you think that information is used for decision making?

Yes No not sure I don't know

8(b) If yes, mention the type of information required /used for decision making in KMC

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

Objective two of the study: to identify information structure in decision making in the council

9) In your view what do you think is the current structure of information management in the council? (Please tick the respective category)

Centralized	Decentralized	I don't know	Not sure
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10 (a) Do you think that the structure of information can influence decision making?

Yes No not sure don't know

10(b) If yes, explain how it influences decision making

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

11) Do you think that all the decisions which are made in the council are in accordance to the existing structure of information management?

Yes No not sure don't know

11 (b) If yes, mention the type of such decisions

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

Objective three: to identify the role of internal stakeholders in information management in the council

12) Who are Information users of the KMC?

13) Who are external information users?

14a) Do you think that internal stakeholders of information management are all staffs in the council?

Yes No not sure don't know

14 b) If yes, mention them by intensity of use

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

15) What do you think are the influence/role of information users in the council?

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

16) Can you make any suggestion with regard to the improvement of the current information management practices in KMC?

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

Your cooperation is highly appreciated!

TOGETHER WE CAN DO IT

INTERVIEW GUIDE

1. Do you regard information as one of the important resources that would enable KMC to carry out its mandate effectively? If yes why, if no why?
2. In your opinion is information management receiving the attention it deserves at KMC? Motivate your answer
3. What is your opinion on the contribution of information management to administrative decision making?
4. What are the functions that are performed by information management in KMC?
5. Who are the internal stakeholders of information management in KMC?
6. What is the influence of internal stakeholders in effective information management KMC?
7. What model / structure of information management that is existing in the KMC?
8. In what ways information is used for the proper management of the council?
9. What do you think are the challenges encountered by administrators in decision making in various matters related to their administrative duties?
10. In what ways can information contribute to decision making?
11. In your view what do you think should be done to ensure effective information management for improved decision making in KMC?

Your cooperation is highly appreciated!

TOGETHER WE CAN DO IT

OBSERVATION KIT

- Behavior of Staff,
- Behavior or Activities of Councilors
- Behavior of other Stakeholders
- Different regulations used in decision making
- Pattern of working relationship in KMC
- The influence of administrators in decision making
- People's behavior towards the implementation of the decision made by their supervisors.
- The influence of Regional Commissioners' Office in the local government authorities with specific reference to Kinondoni Municipal Council
- Meetings
- The structure of MIS
- The qualifications of the information users
- Information requirements for decision making