EFFECTIVENESS OF MANAGEMENT INFORMATION SYSTEMS IN LOCAL GOVERNMENT AUTHORITIES IN TANZANIA

A CASE OF LOCAL GOVERNMENT AUTHORITIES IN MOROGORO REGION

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By,

Gracian Makota

A Dissertation Submitted in Partial/Fulfillment of the Requirements for Award of the Degree of Master of Business Administration (MBA-CM) of

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CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled **Assessment of effectiveness of Management Information Systems in Local Government Authorities,** in partial/fulfillment of the requirements for award of the degree of Master of Business Administration (CM) of Mzumbe University.

Signature

Major Supervisor

Signature

Internal Examiner

Accepted for the Board of

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Signature

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DECLARATION

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

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Date ----------

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DEDICATION

To my Wife and Children.

Thank you for holding me when it seemed like I would fall.

‘There is nothing permanent except change’ Eraclitus.

ACRONYMS AND ABBREVIATIONS

DSS	Decision Support System
DC	District Council
DROMAS	District Road Maintenance System
EIF	Executive Information System
HCMIS	Human Capital Management Information System
ICT	Information and Communication Technology
IFMIS	Integrated Financial Management Information System
LGA	Local Government Authority
LGMD	Local Government Monitoring Database
LGHRIS	Local Government Human Resource Information System
MIS	Management Information System
MC	Municipal Council
PLANREP	Planning and Reporting Database
PMO-RALG	Prime Minister's Office - Regional Administration and Local Government
RS	Regional Secretariats
SPSS	Statistical Package for Social Sciences
TV	Television
UIS	User Information Satisfaction

ABSTRACT

This study aimed at assessing the effectiveness of Management Information System (MIS) in Local government authorities in Morogoro Region, Tanzania. The study interviewed 261 respondents. Simple random sampling technique was used to select 75 respondents while purposive sampling technique was used to select 186 respondents. Therefore, structured questionnaire and interview was used to capture primary data and documentary review was used to capture secondary data. Moreover, the study employed descriptive statistics as well as inferential statistics (regression model) in analyzing the data.

The results show that, the installed MIS has the potential to improve service delivery and customer satisfaction. Results also show that, the expectations of customers are high, but experience has often been negative. For example, there is a huge variance in the perception and expectation of customers in the LGA regarding service delivery and quality of services. This has negatively affected customer satisfaction. It is concluded that there is an urgent need in LGA to develop Systems that will capture user requirements and which should be seen as a means of improving service quality in the future and make the MIS to be effective.

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CHAPTER ONE

1.0 Introduction

This chapter explains the background of the study area, statement of the problem, research objectives, and specific objectives. It also shows the research questions and the significance of the research.

1.1 Background of the study area

Morogoro Region is one of the twenty five Regions of Tanzania Mainland. The Region lies between Latitude 5^0 58" and 10^0 0" South of the Equator and Longitude 35^0 25" and 30 ^{0} 30" to the East. It occupies a total area of 73,039 square kilometers, which is equivalent to 8.2% of the total area of 942,784 square kilometers Tanzania Mainland. In addition it is the only Region that is surrounded by the biggest number of Regions, Manyara and Tanga to the North, Dodoma and Iringa to the West, Coast and Lindi to the East and Ruvuma to the South. The Region is composed of 6 administrative Districts namely Morogoro, Mvomero, Kilosa, Gairo, Kilombero and Ulanga; and 6 Local Government Authorities (LGA) namely, Kilombero, Kilosa, Ulanga, Morogoro, Morogoro Municipal and Mvomero

The Local Government Authorities (LGA) exists for the purpose of consolidating and giving more power to the people to competently participate in the Planning and implementation of development programs (http://www.tanzania.go.tz) visited 25/7/2012

In Tanzania, Local Government consist structures and administrations at the local levels and lowest level of its jurisdictions. It implements decisions that affect the lives of the people living within the particular Geographical Area. Through local Governance, it is expected that the lives of the people could be enhanced through better quality services, effective mobilization, employment opportunity and more participatory decisions. However, decisions are taken closer to the level of implementation and are expected to be more reflective and responsive to the needs of

people. The Government has been steaming up to reform the Local Government particularly in the area of financial management within the public sectors.

According to Mitullah and Waema **(**2006) LGA plays central roles in local economic development, although they face a number of challenges. One of the challenges is the collection, storage and dissemination of information. The Local Authorities in many African Countries depends on manual file based information storage which becomes hardly to disseminate information.

The concept of Information and Communication Technology (ICT) is used to strengthen the efficiency of information flow by making it comprehensive, reliable and available to the public. According to Pizarro(1998) the relationship between Government and people can be enhanced through wide dissemination of Government information. A number of efforts have been initiated by Governments to make it more accountable to its citizens. These efforts include adoption of e-government and introduction of local Government reforms.

E-Government is narrowly defined as the production and delivery of Government services through ICT applications, it is also referred to as the process of transformation of the relationships of the Government with its stakeholder - citizens, businesses and employees using the ICT to improve efficiency, effectiveness, transparency, accountability, responsibility and service delivery of public Governments (Kraemer and King, 2003; World Bank, 2000). It also supports in finance, planning and budget execution by providing timely and accurate information to decision makers. The Government need to balance an increased pressure from citizen by making it more transparency and accountable to them. It needs to develop new forms of citizen participation and simplify Government bureaucracy by providing quality services to its people. It has been done by the introduction of Management Information Systems (MIS) at District level.

1.2 Statement of the Problem

The Government of Tanzania has been undertaking various reforms in managing public sectors. The major purposes of reforms were to enhance the Government accountability, transparence and participation. In additional in 1997, Government of Tanzania initiated the Local Government Reform Program (LGRP) that aimed to improve the service delivery by develop various MIS to enhance information flow and availability of data within the LGAs (Bitz, 2009).

Despite of all investments made by the Tanzanian Government to reform Local Government in the area of ICT, still there is a failure in LGA's especially in providing the required reliable, comprehensive and timely information using ICT. There are complaints from public, citizen, top management, parliament and Controller and Auditor General Office that poor performances in service delivery in LGAs is persist due to poor record or information keeping which affect performance of LGAs daily (Bitz, 2009).

Thus, there are a lot of complaints on public funds, forgery, and inconsistence in data and reporting still challenging performance of Local Government Authorities in Tanzania (Mmuya *et al*., 2012).

Based on the problems persist in LGAs above, this particular study was therefore intended to assess the effectiveness of MIS in delivering service to LGAs.

1.3 Research Objectives

1.3.1 General Objective

The general objective of this particular study was, to assess the effectiveness of Management Information Systems in improving service delivery in Local Government Authorities in Morogoro Region.

1.3.2 Specific Objectives

1. To study how MIS in LGAs improve quality of service delivery
2. To study how customer expectations on MIS performance are met in LGAs

3. To study how Institutional factors affect performance of MIS in LGAs

1.4 Research Questions

1. What are the success and challenges experienced from MIS on service delivery in LGAs?
2. Are the MIS implementation procedures well organized in your LGA?
3. Are users involved during MIS development time in your LGA?
4. Are MIS installed in LGAs meets the expected objectives?

1.5 Significance of the Study

1. Contribute towards an understanding of the problems that are facing the Local Government Authorities on using the implemented MIS
2. Highlight the extent of the problems so that appropriate steps could be taken before any System is developed.
3. The research study will help the Researcher to fulfil partial requirement for the academic award.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviewed the literature from various sources in order to provide a theoretical framework of the study, explained the theoretical definitions of the term used, Empirical analysis of the study and the Conceptual framework.

2.1 Definitions of terms used in this study

2.1.1 Effectiveness

This refers to the capability to produce a desired result (Drucker, 2006). When something is deemed effective, it means it has an intended or expected outcome, or produces a deep, vivid impression. Under this study it was measured by User's satisfaction and MIS output on service delivery (The Reports produced and Customer's waiting time)

2.1.2 Customers Expectations

This is how a Customer is satisfied with the service that is receiving from the MIS. It was measured of how services supplied by a MIS meet or surpass customer expectation. Customer satisfaction is defined as "the number of customers or percentage of total customers, whose reported experience with a firm, its services (ratings) exceeds specified satisfaction goals (Parasuraman, 2002)

2.1.3 Accessibility

This is the degree to which a product, device, service, or environment is available to as many people as possible (Oliver, 1993). Accessibility can be viewed as the "ability to access" and benefit from some system or entity. In this study the term measured by checking how MIS are available to users when needed.

2.1.4 Reliability

This is the ability to perform the promised service dependably and accurately (Carman, 1990). In this study this will be measure by finding if the MIS are able to produce reports when needed and their reports if are used by the LGAs.

2.1.5 Responsiveness

It is a willingness to help customers and provide a prompt service (Taylor, 1994) In this study it means capacity of MIS to respond to customers request and provide prompt service on a short period of time. It was measured by Customers waiting time.

2.1.6 Tangibles

Appearance of physical facilities, equipments (Computers, Printers), personnel (MIS users and Customers), and communication materials (Networks and Technologies used). The Tangibles was measured by availability and performance.

2.1.7 Empathy

Caring, individualized attention the firm deliver to its customers (Swartz, 1989). This was measured by Customers satisfaction.

2.2 Concept of Management Information Systems

The potential for utilization of computers as part of information systems in the business environment was realized as early as the 1960s. The first applications were mainly aimed at automating existing tasks (Watson *et al*., 1991) Willcocks and Mason, 1989). As computerization evolved, systems were designed to support the management of the organization. The earliest approach was the introduction of Management Information Systems (MIS).

MIS provides information that organizations need to manage themselves efficiently and effectively. They are typically computer systems used for managing three primary components: Technology, people (individuals, groups, or organizations), and data (information for decision making). MIS are distinct from other information systems, in that they are used to analyze and facilitate strategic and operational

activities. Academically the term is commonly used to refer to the study of how individuals, groups, and organizations evaluate, design, implement, manage and utilize systems to generate information to improve efficiency and effectiveness of decision making, including systems termed decision support systems, expert systems and executive information systems. These Systems were operated by systems professionals and were used to generate regular, pre-defined, reports containing information about the organization (Millet *et al*., 1991).

2.2.1 Decision Support Systems (DSS)

Decision support systems are interactive, computer-based systems that aid users in judgment and choice activities. They provide data storage and retrieval but enhance the traditional information access and retrieval functions with support for model building and model-based reasoning. They support framing, modeling, and problem solving. Typical application areas of DSSs are management and planning in business, health care, the military, and any area in which management will encounter complex decision situations. They are typically used for strategic and tactical decisions faced by upper-level management decisions with a reasonably low frequency and high potential consequences in which the time taken for thinking through and modeling the problem pays generously in the long run. However, despite the superiority of both of these approaches over non-computerized systems, and their relative success with lower and middle management, they failed to provide the necessary support to executive managers in organizations (Watson *et al*., 1991).

"Executives are managers with formal authority over the whole of an organisation or an important functional unit of one" (Thierauf, 1991). They have responsibility and are accountable for the results of their actions, to either other executives (higher on the organisational scale) or to the owners of the organisation (McLeod and Jones, 1986). A prominent characteristic of the executive's role is the making of decisions (Mintzberg, 1975).

2.2.2 Expert Systems

According to Feigenbaum (1977), Expert systems are systems which encode human expertise in limited domains. One way of representing this human knowledge is

using *If-then* rules. They are used in different places example in a piece of software that runs on Computer and provides the same sort of interaction and advice as a career counsellor helping student to decide what education field to go into and perhaps what course to pursue. Or a piece of software which asks questions about the defective of TV and provides a diagnosis about what is wrong with it.

2.2.3 Executive Information Systems (EIS)

The term 'Executive Information Systems' was introduced in 1982 (Rockart and Treacy, 1982) to describe the kind of systems a few senior corporate officers were using on a regular basis to access information they needed. Unfortunately, there is no standard, universally accepted definition as to what the term EISs encompasses. Different researchers use a different working definition which usually refers to some characteristics of what the term 'Executive Information Systems' describes.

2.3 Contribution of MIS to Councils plans

The budget formulation stage is where decisions are made about planning to spend the public money. It involves forecasting the size of economy and expected revenue in order to determine the budget framework.

Local government planning and budgeting process forms a basis and justification of budget utilizations within the local governments. It is revealed that there are several definitions of budget. In this study the term budget refers as a plan or contract for how the government will collect and spend the people’s money.

According to PEFAR (2006) and REPOA's (2008) in the report of understanding of budgeting processes in Tanzania pointed out that; Local government budget process in Tanzania is not perfect. It faces several challenges and limitations which includes lack of reliable data, local priorities get lost, delay in planning process, delay in disbursement and limited accessibility of information.

Lack of reliable data for budgeting makes it hard for LGAs and lower levels to plan effectively (HakiElimu, 2008). Budget formulation process passes several different government offices of which have power to amend them. Sometimes lower levels are

not fully informed about amendments. Priorities of villages and even LGA get lost as the process pass through different offices.

ICT has a key contribution to realize the organization objective. The benefit realized includes; timely reporting, planning process has eased the production of key documents like the District Development plan, Annual work plans as the information system enables easy consolidation and collation of information on key indicators.

2.4 Contribution of MIS in LGA's Revenue collection

Local Government Authorities needs to integrate ICT services as major components to enhance revenue by identifying tax payer, improve data collection, storage and manipulate data for dissemination purpose. Through ICT tax payer can be identified and encouraged to get services and pay their obligations without visiting the office.

According to Bitz (2008) some of LGAs in Tanzania have designed and deployed MIS for tracking property taxes with the purpose to improve revenue collection. Bitz emphasized that Geographical Information systems has been incorporated into tax collection application which allow LGAs to transpose tax data to map of their District or Region for information purpose. He concluded that revenue collection has been improved.

P'erez, Bolivar, and Hern'andez (2008) on their study to assess e-governement process and incentive for online public financial information Systems, they noted that municipalities were not fully aware of new public management and emphasized that public financial transparency could improve the image of Government and the confidence of citizen. Through ICT, information about revenue can be made available to relevant stakeholders in timely manner. GASB (1987) citizen seek to obtain the maximum amount of services while paying the lowest possible amount of taxes (revenue). Effective use of ICT enhances revenue since it help to identify unpaid services on time.

2.5 IFMS and Public expenditure in the Local Government

IFMS play a key role in Public expenditure management within the Local Government (European, 2009). In Peru, IFMS is an official Information system for recording expenditure and revenue since 1999. The local Governments has been executing the budget and monitor payment transaction to date. Peru has been reported to be among of the country which has improved its budget performance.

According to Pizarro (1998) public expenditure management **e**mphasized the need of having the financial management system when payment processing and accounting controls are centralized. He elaborated that the system is needed to assure that payments are made in timely manner and according to the budget and the cash plan. Advances in Information Technology should permit to reconcile the need to decentralize controls for efficiency reasons and the need to assure central control of expenditure.

2.6 MIS in Local Government Authorities Tanzania

PMO-RALG exists to facilitate local governments. The development of procedures, systems and ICT infrastructure for the Local Government Authorities (LGAs) is therefore critical. Data which originate in and are used by LGAs are amongst the most important resources available to themselves, Regional Secretariats (RSs) and PMO-RALG. One of the key roles of PMO-RALG is the development and support of systems which allow LGAs to collect process and use the data needed for their own purposes and other Local Government stakeholders (PMORALG, 2010).

Local Governments are facing increasing demands for data from a variety of stakeholders, especially central and Sector Ministries, and development Partners. A number of Management Information Systems have been developed, and others are being developed or are envisaged as part of future development for PMORALG and LGAs (Bitz, 2009).

These include Planning and Reporting Database (PlanRep) - A database used as a planning, budgeting and reporting tool. This system provides local users (Executives,

managers, local politicians, general public) with important information on the annual plan and budgeted expenditure. These data are also transferred to Regional and National databases.

Local Government Monitoring Database (LGMD) - A local Government monitoring system for capturing and reporting service delivery and socio-economic profile data; District Roads Maintenance System (DROMAS), By-Laws Database and Integrated Financial Management System (IFMS) – for ensuring that the accounts which are being computerized as part of the Local Government Reform Program address the management requirements for financial information, especially in the context of programmed budgeting; Human Capital Management Information System (HCMIS) – This system is for Human Resource Management which is implemented in the Local Government Authorities in all Councils. And other set of computerized management tools for use within local Government like LGMD2, LGHRIS. These cover (amongst other areas) revenue management, water and sanitation management and personnel administration.

There is an expectation that these will be used by all LGAs, albeit in a phased approach depending on the issues of local capacity, on-going support and development of the systems. The software systems, infrastructure and equipment for these systems to run smoothly should be simple to use, robust and have a good support system.

PMO-RALG has a coordinating role as 'gatekeeper' for all systems which are operating in LGAs. Liaison at technical level is needed between the staff of PMO-RALG and those of other Ministries Departments and Agencies (MDAs) as well as other stakeholders who are developing systems for use in LGAs which is essential to avoiding application problems (PMORALG, 2010).

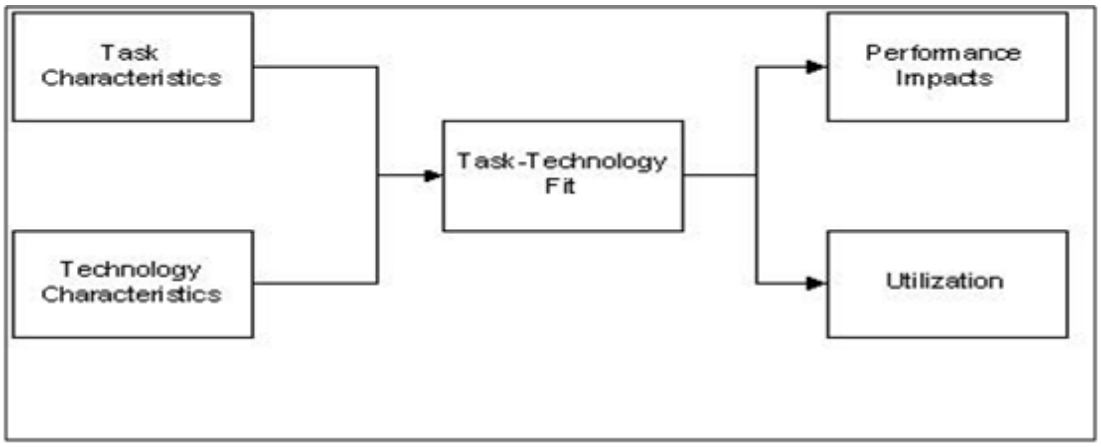
2.7 Task Technology Fit Theory

Task-Technology Fit (TTF) theory state that Information Technology is more likely to have a positive impact on individual performance and be used if the capabilities of the IT match the tasks that the user must perform (Goodhue and Thompson, 1995).

Goodhue and Thompson (1995**)** developed a measure of task-technology fit that consists of 8 factors: quality, floatability, authorization and compatibility, ease of use/training, production timeliness, systems reliability, and relationship with users.

Goodhue and Thompson (1995) found the TTF measure, in conjunction with utilization, to be a significant predictor of user reports of improved job performance and effectiveness that was attributable to their use of the system under investigation.

Figure 2.1: Task Technology Fit

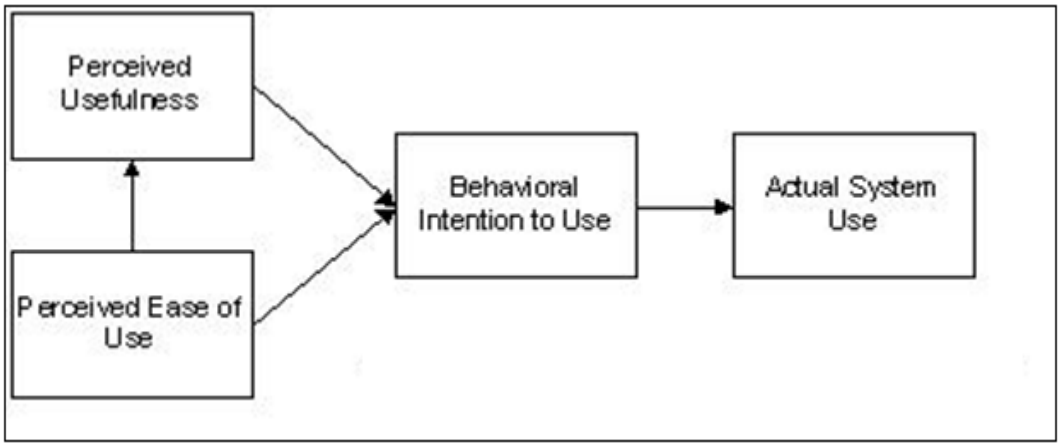


Source: **Goodhue and Thompson (1995)**

2.8 Technology Accept Model

The Technology Acceptance Model (TAM) is an information systems (System consisting of the network of all communication channels used within an organization) theory that models how users come to accept and use a technology, The model suggests that when users are presented with a new technology, a number of factors influence their decision about how and when they will use it will appear, notably: **Perceived usefulness (PU) -** This was defined by Fred Davis as "the degree to which a person believes that using a particular system would enhance his or her job performance". **Perceived ease-of-use (PEOU)** –this is defined as "the degree to which a person believes that using a particular system would be free from effort" (Davis, 1989).

Figure 2.2: Technology Accept Model

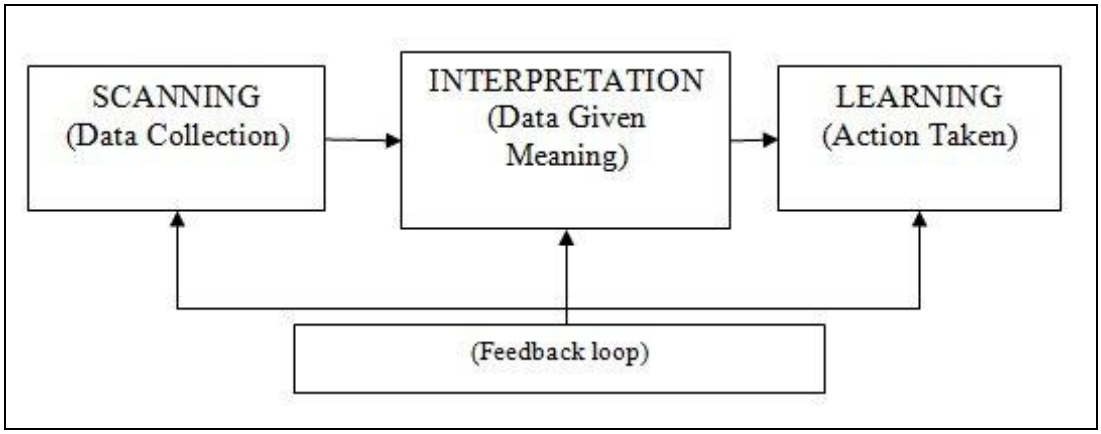


Source: Davis, *et al*., (1989) and Venkatesh, *et al*., (2003)

2.9 Organizational Learning Theory

According to Kimberly (2011) in order to be competitive in a changing environment, organizations must change their goals and actions to reach those goals. In order for learning to occur, the firm must make a conscious decision to change actions in response to a change in circumstances. Action taken should be linked with outcome. Organizational learning has many similarities to psychology and cognitive research because the initial learning takes place at the individual level: however, it does not become organizational learning until the information is shared, stored in organizational memory in such a way that it may be transmitted and accessed, and used for organizational goals.

Figure 2.3: Organizational Learning Theory



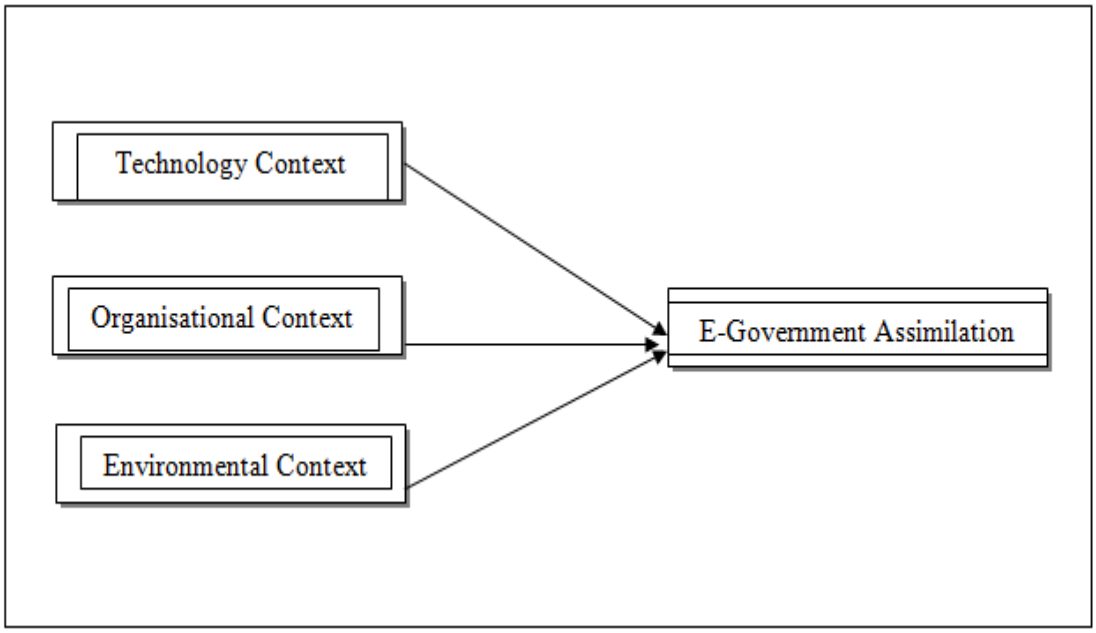
Source: Weick (1979)

3.0 Technology–Organization–Environment (TOE) Framework

Tornatzky and Fleischer (1990) developed a framework that explains the decision to adopt a technological innovation by a firm is not only based on the technological consideration, but also dependent on the organizational and environmental contexts. They summed up the findings of their study as TOE framework, which has been extensively used by researchers to study technology adoption.

TOE framework identifies three aspects that influence its assimilation of IT assimilation. The technological context describes the existing technologies in use and new technologies available to the organization. The organizational context describes some of the organizational characteristics and resources such as the organizational readiness, top management championship, and other factors relevant to organizational context. The environmental context consists of the environmental characteristics in which the organization conducts their services. These three contextual factors influence an organization's decision to assimilate an innovation, which eventually impacts the organization performance.

Figure 2.4 Technology Organization Environment framework



Source: Tornatzky and Fleiischer (1990)

3.1 Summary of the theories

Task Technology Fit Theory (TTF): Designing of the MIS within the Local Government Authorities should precisely be matched with technology to be used. Task technology fit theory seems to align with the adoption of MIS in Local Government. Challenges associated with MIS usages indicated that some of the councils have not met their goals. TTF theory brings new attention to the management that, there is a need to review the technology to fit processes in LGAs.

Technology Acceptance Model (TAM): Traditionally Local Government Authorities used manual system to deal with data management. When MIS was adopted in LGAs, different perceptions emerged among MIS users. Some of the council staffs believed that the MIS could replace their jobs, could expose their information to unauthorized and authorized users and some believed that it could facilitate forgeries of figures. The negative attitudes toward MIS in the LGAs may be a factor to date why the MIS have not met its objectives.

TAM posits that perceived usefulness and perceived ease of use determine an individual's intention to use a MIS. Perceived usefulness is also seen as being directly impacted by perceived ease of use.

Organization Learning Theory: Demands of people within LGAs is changing due to the increase awareness of people. Citizens know their rights and know what services the Government is supposed to provide. The Government needs to develop new forms of citizen participation, remove all barriers and simply bureaucracy to speedy up service delivery. These demands require the local government to be a learning organization so as to meet community needs by developing MIS that will deliver service effectively.

Technology Organization Environment framework: The force to change from manual system to MIS is not only because of new technology that forces change, but it should base on the other factors. The environment in which MIS operates matters a lot, if the environment needs a kind of new technology to compete with others on deliver service. Also needs to know the readiness of Organization to adopt the changes.

3.2 Empirical Literature Review

According to Munshi (1996) information systems are costly to purchase, deploy, and maintain. Therefore, in a world where business enterprise is operated for value maximization according to the theory of rational choice, it is natural to suppose that MIS offers economic value and that this value overcomes the costs. As such it has rightly been an objective of MIS research for at least two decades to determine the economic role of MIS. Today information system effectiveness continues to occupy the highest priority of the MIS research agenda.

Yet much of the research on the effectiveness or success of information systems has relied on psychometric measures of user satisfaction also referred to as 'user information satisfaction' or UIS. These studies define MIS success narrowly in only subjective terms, Pearson (1983) Influence of MIS on academic staff effectiveness.

In a recent paper Melone argued that the UIS construct is inadequate as a surrogate of effectiveness and that UIS questionnaire construction and methodology are lacking in scientific rigor. MIS researchers have failed to use the accumulated knowledge and practices of their reference disciplines.

An alternative measure offered by some is system usage which is based on the principle that if the system is being used it must be effective and the more it is used the greater the effectiveness. Srinavasan argues for usage and develops a correlation between usage and satisfaction. More recently Barki and Huff have combined usage and satisfaction scores as dependent variables in an effort to measure success of DSS implementations.

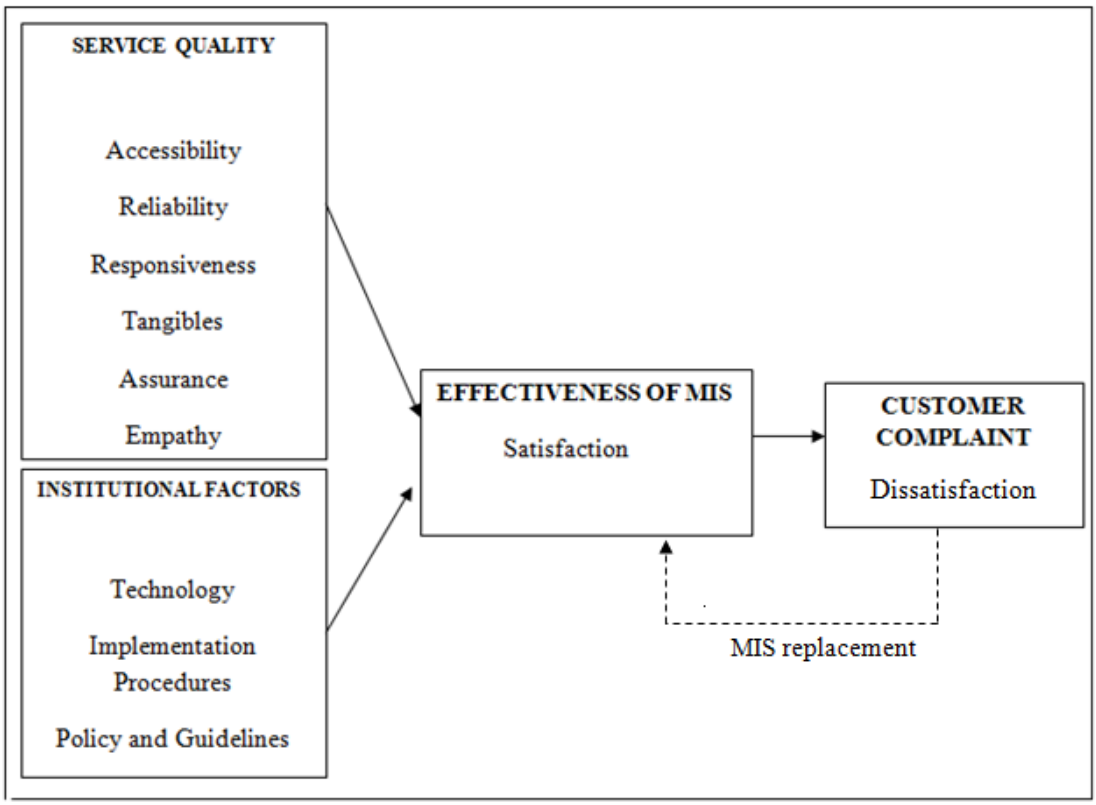
Mitullah and Waema (2006) has done a research on ICT and Financial Management in Kenya, findings show that ICT provides local Authority with an opportunity to acquit themselves with new strategies for effective lobbying, advocacy, design implementation and delivery of services by using MIS that meets local, national, regional and international trends.

Waema *et al*., (2006) in their studies narrated that the benefit obtained in local authority. Effectiveness of ICT has reduced cost of Government operations, enhanced revenue collection, and reduced redundancy, improved services to citizen and economic development. However, Waema *et al*., (2006) also pointed out that there critical issue which may impede its success such as inadequate of ICT human capacity, lack of ICT human capital development strategies and funding strategies. Some of Local Government in Kenya adopted the use of ICT with the purpose to improve financial management. On the other side, they observed that local authorities attained transparency and accountability in the service delivery.

3.3 Conceptual Framework

The study reviewed various literatures from various sources in order to obtain variables for conceptual framework development. Figure 2.5 shows conceptual framework for this study.

Figure 2.5: Conceptual Framework



Source: Researcher (2013)

Key: ——→ Influence

←- - - - - - Feedback

Figure 2.5 illustrates the interconnection relationship between Service Quality, Institutional factors and Effectiveness of MIS and Customer Complaint. Service Quality includes Accessibility, Reliability, Responsiveness, Tangibles and Empathy, Institutional Factors includes Technology, Implementation procedures, Policy and Guidelines, Effectiveness of MIS includes satisfaction and Customer Complaint

includes dissatisfaction which results to customer request for MIS replacement or new MIS version.

In this study, the conceptual framework summarizes the link between variables when a user process data through MIS. The process passes through the Institutional factor or Service quality and results to Effectiveness of MIS. When the MIS is effective then the Customer/User is satisfied with the MIS, when the MIS is not effective then the Customer/User is dissatisfied with the MIS. This results to Customers/Users complaint to replace the MIS from the operating version.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter indicates the systematic approach through which this research was undertaken. The chapter consists of study area, research design, study population, unit of analysis, sample size and sampling techniques, data collection methods, reliability and validity, data analysis

3.1 Study area

The study was conducted in Morogoro Region. The study covers all six Local Government Authorities namely Morogoro MC, Morogoro DC, Mvomero DC, Kilosa DC, Kilombero DC, and Ulanga DC. The study area was selected because it was near the working area of the Researcher which reduced the Research cost and time, also the data collection was easy because it is possible to travel in all District with a public transport.

3.2 Research Design

In this research, case study was used. This means that Local Government Authorities in Morogoro was the case study. The case study research design adopted because of its fairly exhaustive method, it is flexible in terms of data collection and it minimizes time as well as resources due to its feasibility in terms of data collection and methods (Kothari, 1990**)**

3.3 Study population

The study considered that population is a complete list of all the elements in the population which the sample will be drawn (White, 2002).

The population of the study comprises of employees who are working on LGA's of Morogoro Region which is about 18,183 employees in all 6 Districts. Where in

Morogoro Municipal there are 3,224, Morogoro DC 2,701, Mvomero DC 2,624, Kilosa DC 4,150, Kilombero DC 3,335, and Ulanga DC 2,149, (LGA's Personnel Emolument forms 2013/2014). Personnel Emolument forms are the only forms which are used to keep proper information of Government employees in Tanzania.

In additional, the unit of inquiries include official staff from Local Government Authorities, and among them 6 Executive Directors were interviewed from the sample unit, Executives Officers (Ward Executive Officers and Village Executive Officers, Head of Departments (Finance, Planning and Human Resource), Statisticians, ICT Officers, Head Teachers, Accountants, Human Resource Officers as well as Customers were interviewed.

3.4 Sample size and sampling techniques

3.4.1 Sample and Sample Size Determination

The sample size refers to the number of items to be selected from the population to constitute a sample (Kothari, 1990). Sample size also refers to a number of items to be selected from the universe to constitute a sample. The sample must be optimum. An optimum sample size is one which fulfills requirements of efficiency, reliability and flexibility.

Based on Jeff Watson (2001) the optimum sample size from six Districts was estimated based on the following assumption: 95% confidence level at 5% margin of error and 0.5 estimated populations` proportion to yield reasonable precision. According to the LGA's Personnel Emoulment forms (2013/2014), the total number of employees in all six districts was 18,183. This number of Employees was used to estimate the reasonable sample size using the formula as follows:

$$n = \left[\frac{P[1-P]}{\frac{e^2}{Z^2} + \frac{P[1-P]}{N}}{R}\right]$$

Where: n = Sample Size Required, N = Number of people in the targeted population (18,183 employees), P = Estimated variance in targeted population, as a decimal (i.e. 50% ≡ 0.5), e^2= Precision desired, expressed as decimal (i.e. 5% ≡ 0.05), Z^2= Based

on confidence level (i.e 1.96 for 95%), R = Estimated response rate, as a decimal (i.e. 80%). However, the study will not count non-response rate.

$$n = \frac{0.5(1-0.5)}{\frac{(0.05)^2}{(1.96)^2} + \frac{0.5(1-0.5)}{18{,}183}} = 376.222 \cong 376$$

The estimated sample size used in this study is 376 respondents. According to Mbukwa (2011) the proportional allocation of individual sample size (n_h) from respective District is estimated as follows;

$$n_h = \frac{N_h}{N} * n \quad h = 1, 2, 3, 4, 5, and 6$$

Where;

n_h = Sample size of stratum h (district/municipal h)

N_h = Population of stratum h (district/municipal h)

h, stands for District/Municipal number = 1, 2,3,4,5,and 6

3.5.2 Proportional allocation of sample size**:**

1. Morogoro MC: $\frac{N_{Mor\ MC}}{N_o} x\ n_o = \frac{3{,}224}{18{,}183} * 376 = 66.667 \cong 67$
2. Mvomero DC: $\frac{N_{MV\ DC}}{N_o} x\ n_o = \frac{2{,}624}{18{,}183} * 376 = 54.260 \cong 54$
3. Kilombero DC: $\frac{N_{KLR\ DC}}{N_o} x\ n_o = \frac{3{,}335}{18{,}183} * 376 = 68.963 \cong 69$
4. Kilosa DC: $\frac{N_{KILS\ DC}}{N_o} x\ n_o = \frac{4150}{18{,}183} * 376 = 85.816 \cong 86$
5. Morogoro DC: $\frac{N_{MOR\ DC}}{N_o} x\ n_o = \frac{2{,}701}{18{,}183} * 376 = 55.853 \cong 56$
6. Ulanga DC: $\frac{N_{UL\ DC}}{N_o} x\ n_o = \frac{2{,}149}{18{,}183} * 376 = 44.438 \cong 44$

Table 3.1: Proportional Sample Size allocation in each District/Municipal Council

Council	**Population**	**Sample size**
Morogoro MC	3,224	67
Mvomero DC	2,624	54
Kilombero DC	3,335	69
Kilosa DC	4150	86
Morogoro DC	2,701	56
Ulanga DC	2,149	44
Total	**18,183**	**376**

Source: Researcher (2013)

3.4.2 Sampling Techniques

3.4.2. 1 Simple random sampling technique

The study used this technique to employ Ward Executive Officers, Mtaa/Village Executive Officers and External Customers. Due to the fact that each individual had the same probability of being chosen at any stage during the sampling process and each subset of k individuals had the same probability of being chosen for the sample as any other subset of individuals (Starnes, 2008).

In this study, LGA external customers are those who receive service from LGA like Suppliers and Communities. From every LGA, at least 5 external Customers were interviewed.

3.4.2.2 Purposive Sampling Technique

The study used purposive sampling technique to arrive the Heads of departments from Planning, Human Resource, Accounts and other Officers .This sampling technique were used on the ground that the researcher selected respondents who thought to have ability to provide the desired information. This means that the information obtained is reasonably representative of the rest of the population.

3.5 Data Collection Methods

Both primary and secondary data was collected in this study. Further details of each group are collected from respondents.

3.6.1 Primary data collection techniques

This included data from the original source that were not processed. This was from questionnaires and interviews. According to Kothari (2004) most data collection methods are as follows: observation method, interview method, and questionnaire

3.6.1.1 Interview method

This method was used to capture data from 6 Municipal/District Directors and the researcher used personal interview. This method can be used through personal interview and where viable, through telephone interviews (Kothari 2004).

3.6.1.2 Questionnaire method

This method used to get data from all Heads of Departments, Head Teachers, Officers, Users, and Customers. According to Kothari (2004) this is the method of collecting primary data by sending questionnaires to the respondents with a request to complete and return them to the researcher and it consists of a number of questions printed or typed in a defined order on a form or set of forms.

3.6.2 Secondary data collection techniques

Documentation

Documentation method was used because it enabled the study to get ready-made data and information by passing through various documents such as; books, magazine and journals on the topic in question.

3.7 Data Analysis Methods

After data were collected the results passed through the preliminary data analysis. Both qualitative analysis and quantitative analysis were used based on the data and information that was collected from the primary and secondary sources to satisfy the research's objective.

3.7.1 Preliminary data analysis

Preliminary data analysis includes Editing, Coding and Classification. Such preliminary data analysis procedures were done before data analysis. The following are preliminary data analysis.

3.7.1.1 Editing

Data were collected and edited to make sure errors were not occurred. All the questionnaires were checked to make error free. According to Kothari (2004) editing of data is a process of examining the collection of raw data (specifically in surveys) to detect errors and omissions and to correct them when possible.

3.7.1.2 Coding

The study coded the data collected by using SPSS 16 because it was necessary for efficient analysis. Also several responses reduced to a small number of classes which contained the critical information required for analysis.

Coding refers to the process of assigning numerals or other symbols to answers so that responses can be put in to a limited number of categories or classes. Such classes should be appropriate to the research problem under consideration (Kothari 2004).

3.7.1.3 Classification

The study classified the data and distinguished them according to their District Councils for proper record keeping in future and easy of data entry.

According to Kothari (2004), most research studies result in a large volume of raw data which must be reduced into homogeneous groups if we are to get meaningful relationships.

3.7.2 Quantitative Analysis

The study employed frequency and percentage to analyse and interpret the data results using SPSS 16. The study used this method to analyse the Sample characteristic of respondents and was also used in objective one, two and three.

In objective one, study used accessibility, reliability, responsiveness, tangibles and empathy to measure the percentage and frequency, in objective two, study used

satisfaction and dissatisfaction variables to measure the percentage and frequency and in objective three, the study used technology, implementation procedure and policy and guidelines to measure percentage and frequency.

3.7.3 Validity of Measurements

Validity determines whether the research truly measures what was intended to measure or how truthful the research results are. Validity refers to the extents in which research instruments measure what there are intended to measure (Oso& Onen, 2005). In this study the researcher examined both theoretical and empirical evidence to ascertain the relevance with the objective and research questions. A number of validity that a researcher has considered during the study is:-

- Content validity: refers the extent to which the instrument measures all relevant dimensions of the construct, often referred to as the universe or domain of the construct
- Face validity: refers to whether at face value, the questions appear to be measuring the construct
- Concurrent validity: indicate whether results of a new questionnaire are consistent with results of established measures.
- Construct validity: Construct validity refers to the degree to which scores obtained from the use of an instrument are related to the concept of interest to the researcher.
- Predictive validity: indicate whether scores on the questionnaire successfully predict a specific criterion.

3.7.4 Reliability of Measurement

Reliability means the extent to which results are consistently over time and an accurate representation of the total population under study. If the results of a study can be reproduced under a similar methodology, then the research instrument is

considered to be reliable (Golafshani, 2003).The degree to which a measurement instrument is consistent in what it measures.

CHAPTER FOUR

FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter presents the major results and discussions obtained from field. Findings were discussed under four sub sections (The first sub section discussed the General/Sample characteristics of respondents. The second subsection presented analysis on how MIS in LGAs improve service quality while the third subsection presented the findings on the ways customer expectation on MIS performance is met. And findings on how institutional factors affect performance of MIS in LGAs was analyzed in subsection three of this particular study

4.1 Sample characteristics

Table 4.1 shows the characteristics of respondents surveyed such as follows.

Table 4.1 Sample characteristics

Sample characteristic	Frequency	Percent
Age distribution:		
18-25 Years	46	17.6
26-36 Years	80	30.7
37-45 Years	78	29.9
46 Years and Above	57	21.8
Total	**261**	**100**
Gender distribution:		
Female	115	44.1
Male	146	55.9
Total	**261**	**100**
Education Level:		
Primary	5	1.9
Secondary	16	6.1
Certificate	18	6.9
Diploma	53	20.3
Advance Diploma	47	18
Degree	96	36.8
Masters	24	9.2
Others	2	8
Total	**261**	**100**
Working Experience:		
1-3 Years	68	26.1
3-5 Years	69	26.4
5-10 Years	81	31
10 and Above	43	16.5
Total	**261**	**100**

Source: Researcher (2013)

4.1.1 Age distribution

Table 4.1 shows that there was no much difference in age groups between the respondents although it seems majority of respondents ranged from 26-45 years which is 60.6%. The implication is that, majority of respondents are ranged in an active age of employees interviewed.

To reveal whether the respondents have a matured age, respondents were asked to indicate their age in corresponding group ranging from 18 and above. Age was also classified into four groups.

4.2.2 Gender Distribution

Table 4.1 shows that there was no much difference in gender representation. The female were 44.1% and Male were 55.1%. The implication is that, the study adhered to gender balance, thus two groups (Male and Female) were almost equally in percentage wise.

4.2.3. Education Distribution

Table 4.1 indicates that most of respondents had Degree Level which is 36.8% of the respondents. 20.3% of respondents had Diploma and 18% had advance diploma.

4.2.4 Working Experience

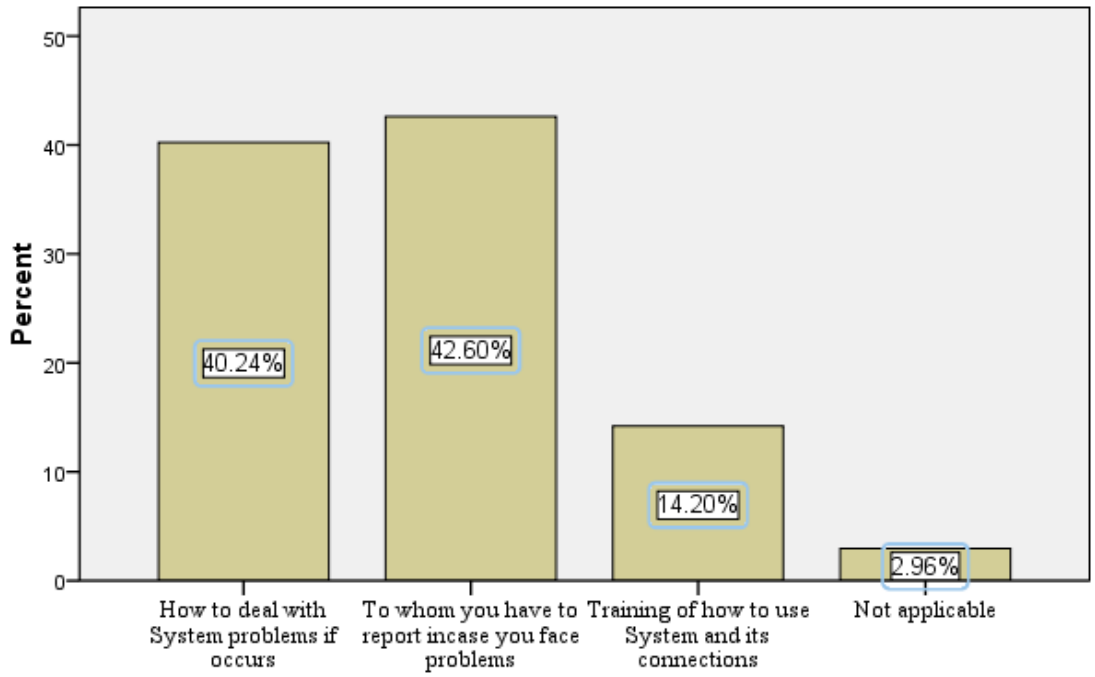
Table 4.1 indicates the working experience of respondents. The leading group ranged between 5-10 years which is 31% of the respondents interviewed. The implication is that, many of respondents interviewed have good working experience in LGAs, which was enough for them to explain and answer questions during the survey.

4.3 Institutional factors on the effectiveness of MIS in LGAs

4.3.1 Implementation Procedures

The study wanted to know if in LGAs implementation procedures did not follow steps during hand over time.

Figure 4.1 Steps not covered during MIS hand over time.



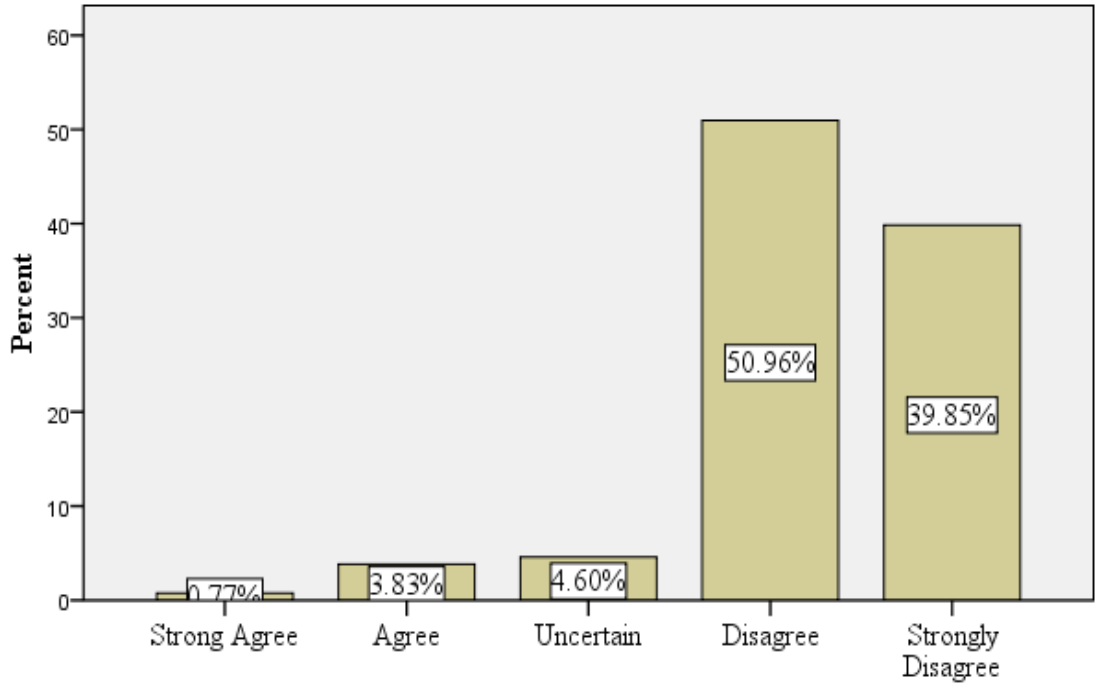
Source: Data Surveyed (2013)

Figure 4.1 shows that, 42.6% of the respondents are not aware to whom they have to report in case they face MIS problems, 40.2% are not aware of how to deal with System problems if occur, 14.2% did not get any training of how to use System and its connection. This implies that, respondents are not aware of how to deal with MIS problems, which means they cannot quickly recover from down time. Thus make the possibility of being offline for some times.

4.3.2 Policy and Guidelines

The study wanted to know if in LGAs there is any Policy or Guidelines that are the causes of poor performance of MIS in LGAs. Policies and Guidelines are the ones which guides the operations of LGAs.

Figure 4.2 Poor MIS performance if caused by LGAs Policy and Guidelines



Source: Data Surveyed (2013)

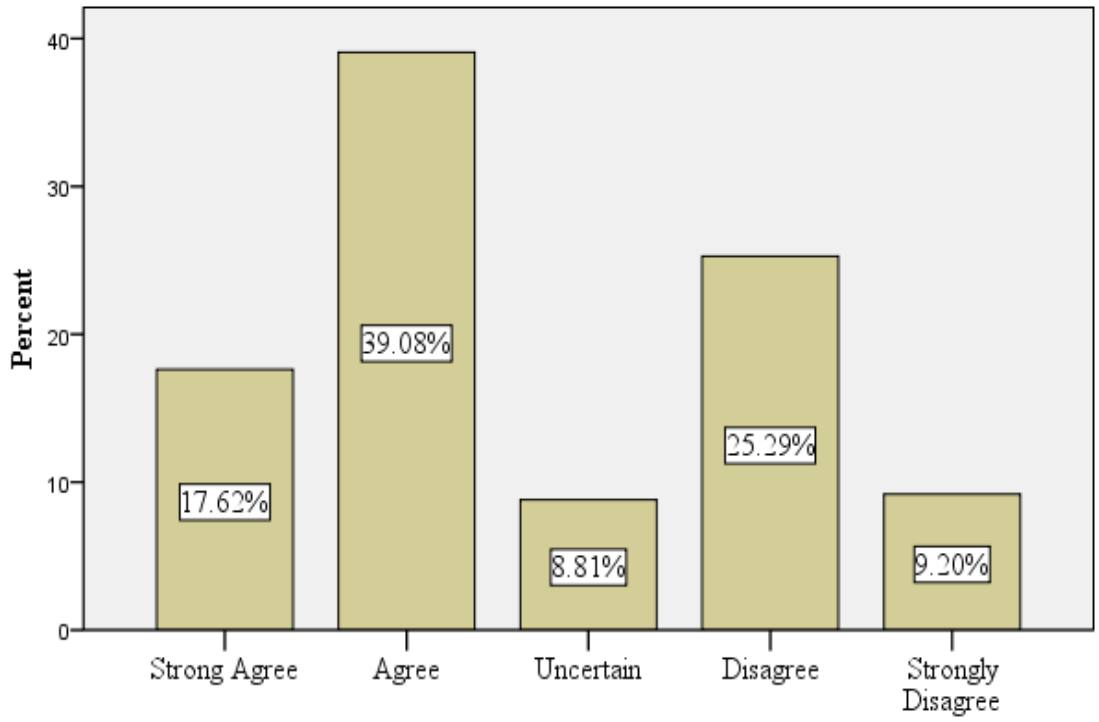
Figure 4.2, it indicates that 51% of the respondents they disagree that the Policy and Guidelines result into poor MIS performance in LGAs. 40% strongly disagree and make a total of 91% of respondents disagree of Policy and Guidelines to be the cause of poor MIS performance.

The MIS performance is regarded as the functionality of MIS, if people are using it, Management provides financial support for its maintenance and LGAs depend on its report and information.

4.3.3 Technology

The study wanted to know if Technology of how MIS is designed can simplify working conditions and if it is complicated or not.

Figure 4.3 Complication of MIS on usage



Source: Data surveyed (2013)

Figure 4.3 indicates that, 39% of the respondents they agree that MIS are too complicated to use in LGAs, 25.3% they disagree, 18% they strongly agree, and 9% they strongly disagree, The results implies that, MIS is difficult to use and possibly users will not prefer to use MIS.

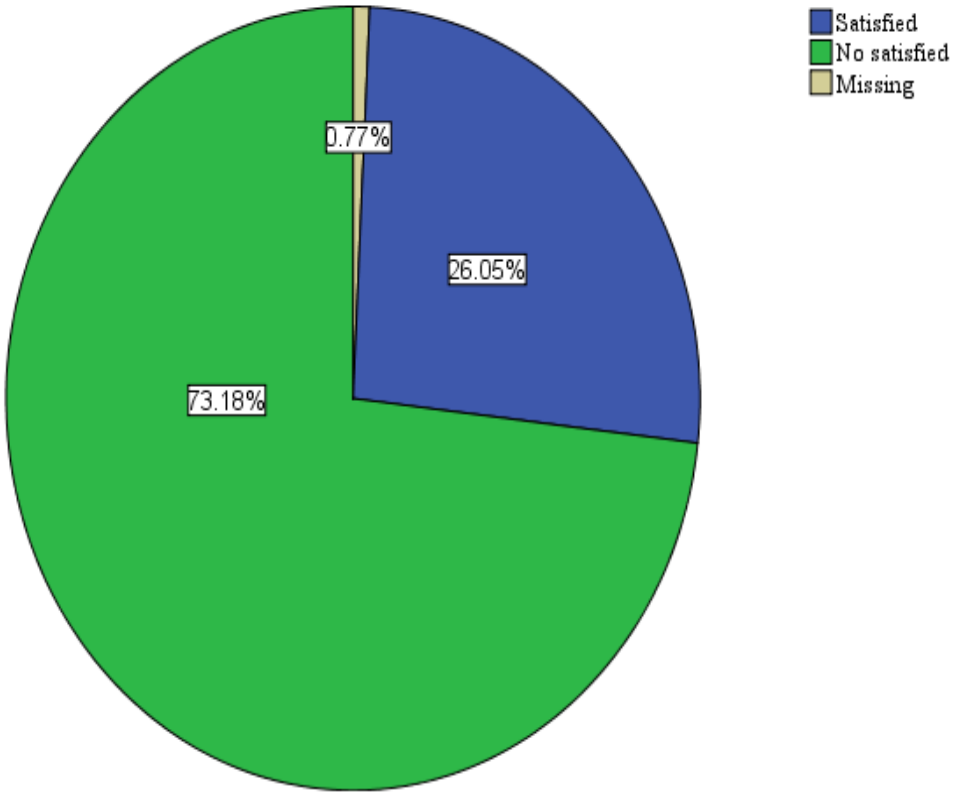
The MIS complications means, how difficult forms and interface are designed for navigation; people cannot use without being trained and is possible for someone to navigate to the wrong direction.

4.4 Customer expectations on MIS in LGAs

4.4.1 Customer Expectations

The study wanted to know if Customer are satisfied with the MIS version installed in LGA.

Figure 4.4 Users perception on MIS



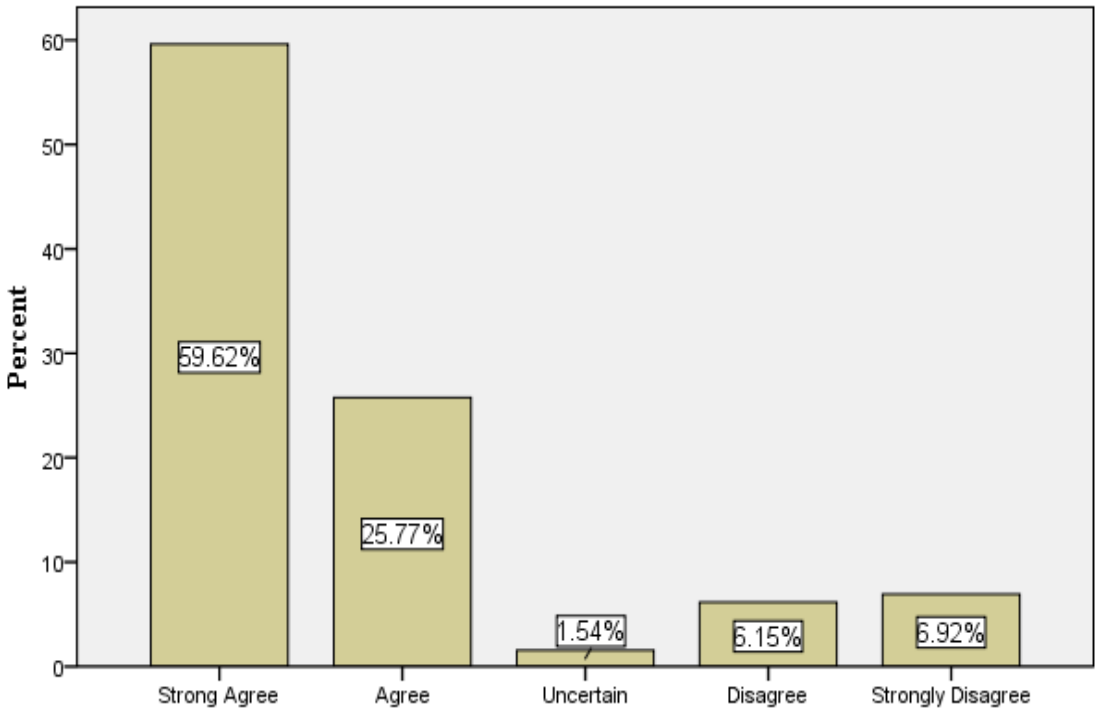
Source: Data surveyed (2013)

Figure 4.4, it indicates that, 26% of respondents were satisfied with the MIS operations in LGAs while 73% of the respondents were not satisfied with MIS operations. This means, although MIS are implemented but still they face challenge of not meeting the Customers expectations. In addition, Users are not using the Systems because they do not meet their expectations. The targeted group on this question was users with experience to the MIS whether by using it depending from the service provided by MIS.

4.4.1.1 MIS Replacement

The study wanted to know if Customers in LGAs are not satisfied with MIS and there is a need to introduce a new version.

Figure 4.5 Idea to introduce new MIS version



Source: Data surveyed (2013)

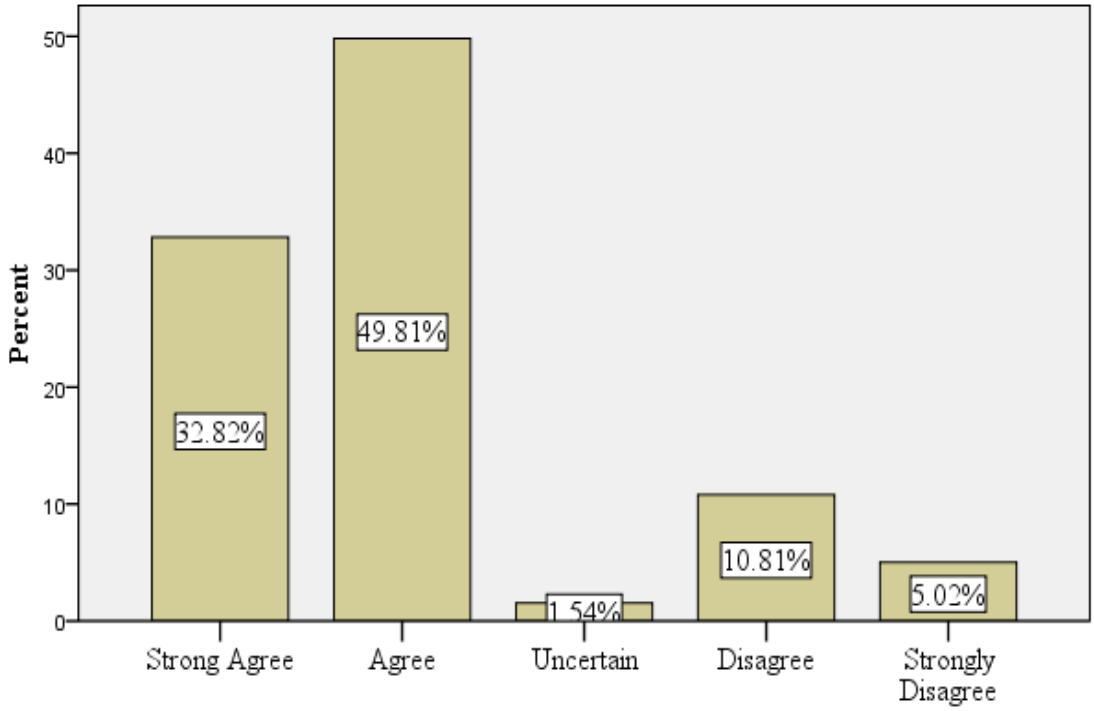
Figure 4.5 indicates that, 60% of respondents strongly agree it is a good idea to introduce new MIS version, while 26% agree to introduce new version which make a total of 86 % of respondents who preferred new version to be introduced. This means MIS installed in LGAs are not effective. It is not effective because did not capture all user requirements. The Users of MIS are the LGAs staffs who depend to get service from MIS, and the Users expectation is MIS development to capture their function requirements which practically they don't.

4.5 Performance of MIS in service quality

4.5.1 Tangibles

The study wanted to know if the devices provided by Ministries are still working in LGAs

Figure 4.6 Computers and printers if perform well



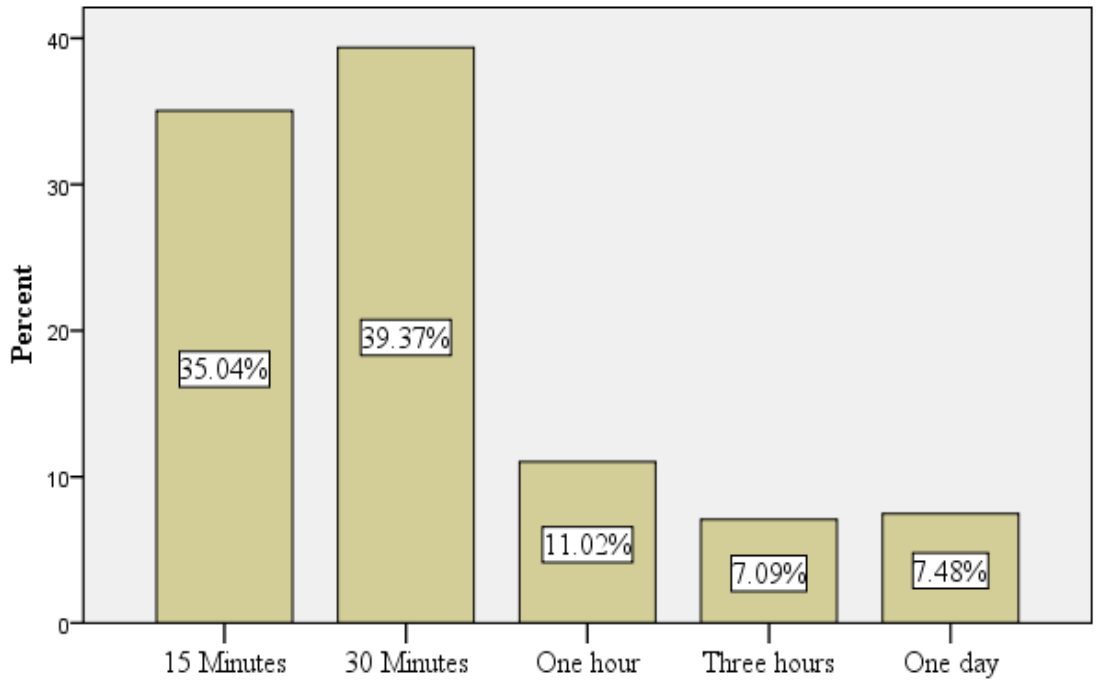
Source: Data surveyed (2013)

Figure 4.6 indicates that, 50% of respondents were agreed that the Computers and printers provided during MIS implementation perform well, 33% of respondents were strongly agreed that devices perform well. 11% of respondents disagreed they don't perform well, while 5% of respondents strongly disagreed. This implies that, the Devices provided by Ministries are not the cause for MIS performance failure. According to the study, the possible reason of MIS failure is User dissatisfaction of the MIS functions and not device performance.

4.5.2 Responsiveness

The study wanted to know the response time of MIS from when a request is submitted to the time when the report is printed

Figure 4.7 Time which MIS takes to respond request



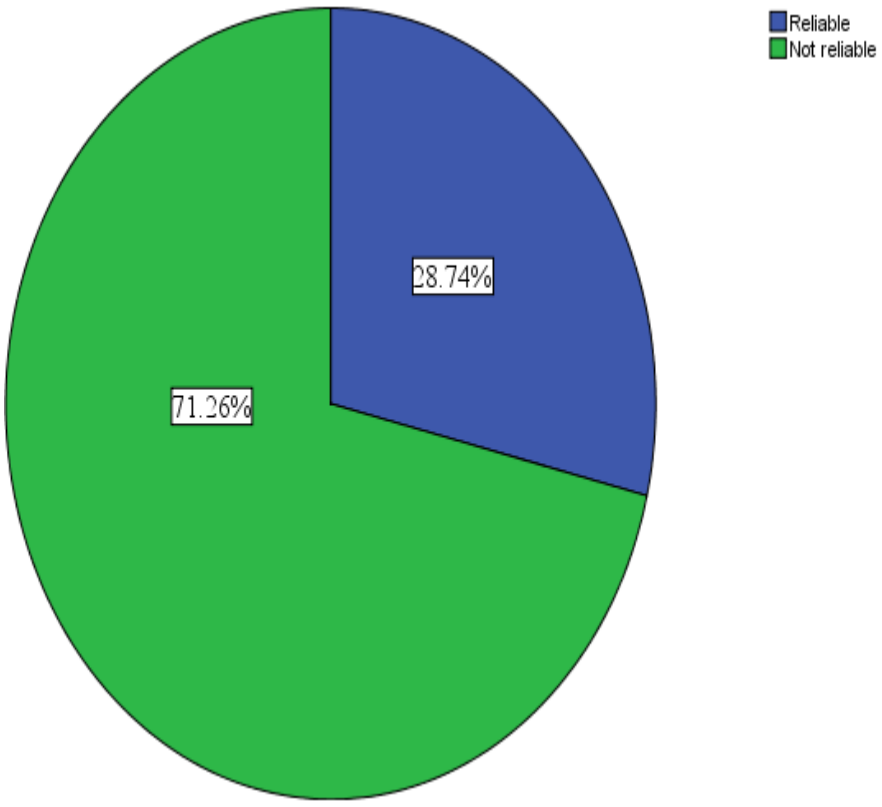
Source: Data surveyed (2013)

Figure 4.7 shows that, 40% of the respondents said it takes 30 minutes for MIS to complete a request, 35% of respondents said it takes 15 minute for the request to be completed, 11% of respondents said it takes one hour for their request to complete, 7% of respondents said it takes three hours for the request to be completed and again 7% of respondents selected one day for their request to be completed. This implication means that, the customers waiting time for MIS is not good. The waiting time is recommended not to be more than 15 minutes for computerized systems.

4.5.3 Reliability

The study wanted to know if MIS in LGAs is reliable by Customers.

Figure 4.8 Reports produced by MIS



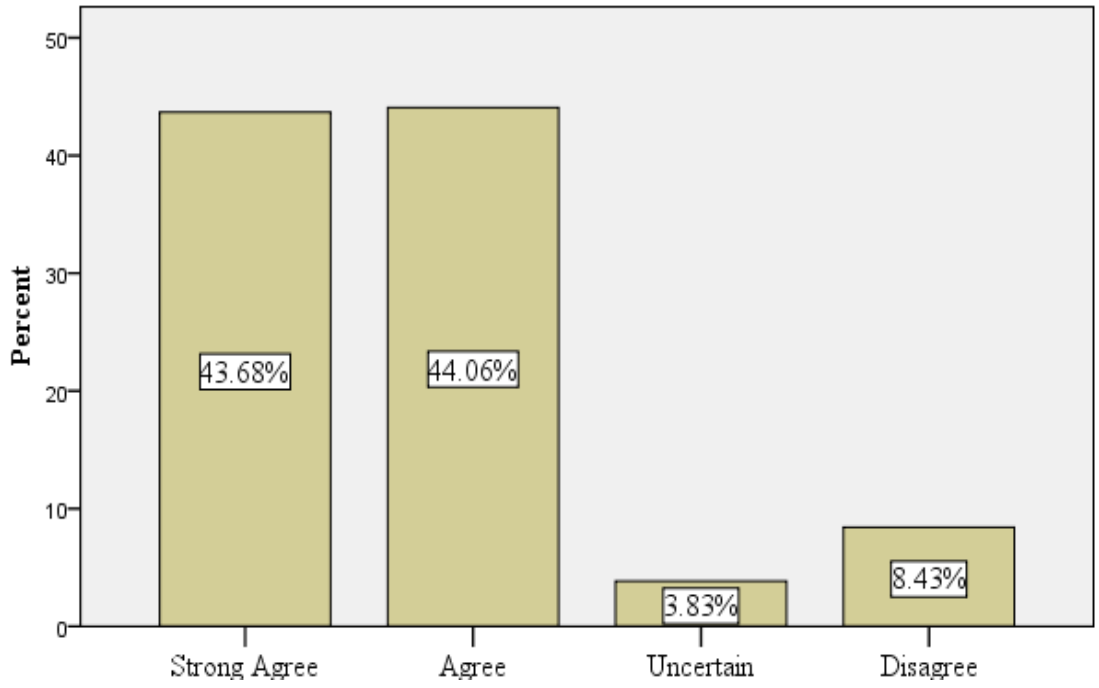
Source: Data Surveyed (2013)

Figure 4.8 shows that, 72% of respondents said the MIS are not reliable, 29% of respondents said MIS are reliable and this is because, they have to prepare their manual reports to support the Computerized report, they even sometimes edit the Computerized reports to meet their requirements. This implies that, MIS reports are not reliable as a source of information from LGAs. Still LGAs rely on the manual paper works for producing reports.

4.5.4 Empathy/ Caring

The study wanted to know if Ministries provide good support when MIS in LGAs face problems.

Figure 4.9 If Ministries caring MIS problems in LGAs



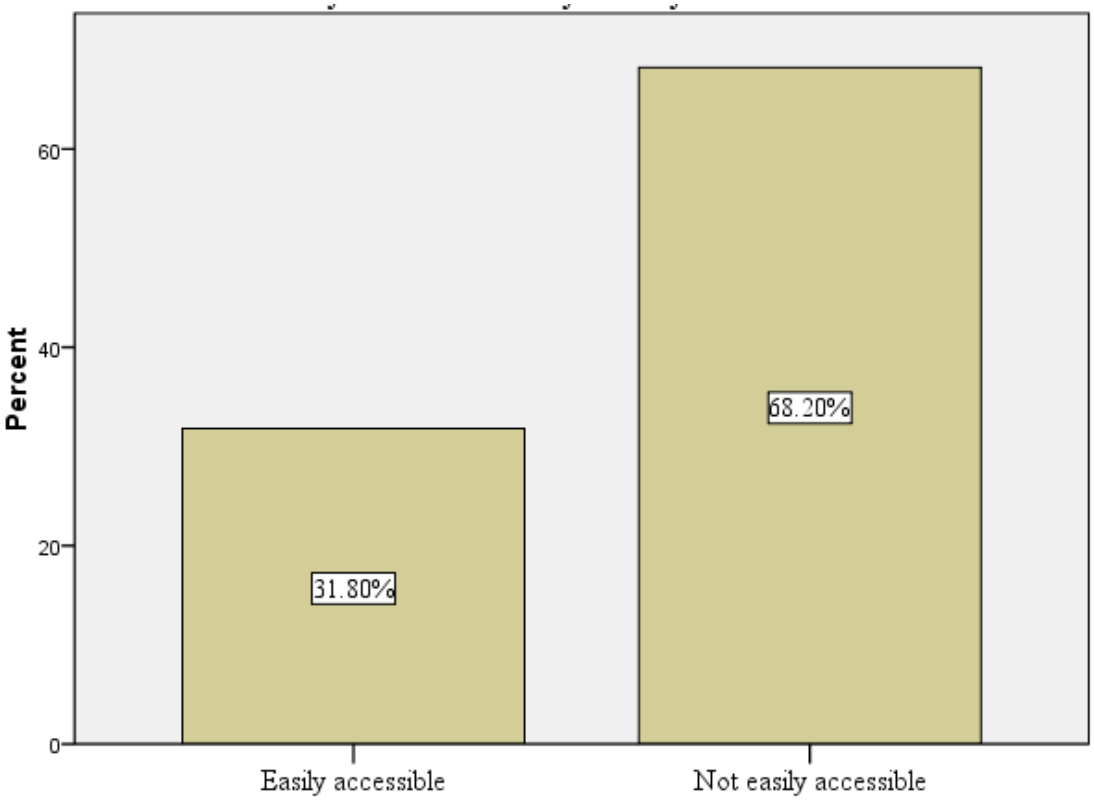
Source: Data Surveyed (2013)

Figure 4.9 indicates that, 44% of respondents stated that good support was provided by Ministerial level while 44% of respondents strongly agreed that good support was provided, 4% of respondents stated no good support is provided by Ministry level. This indicates that, there is a good support which is provided by Ministry to LGAs in case there is any System down time. Therefore, Users are comfortable with the support provided to them. The support provided by Ministries is like, Purchase of Computers and other connecting devices, Telephone support when System is down and advice on how to maintain the MIS. This support could be one of the reason to make MIS effective if could well implemented.

4.5.4 Accessibility

The study wanted to know if MIS in LGA can easily be accessed or not.

Figure 5.0 MIS accessibility for transaction



Source: Data Analysis (2013)

Figure 5.0 shows that, 68.2% of respondents finds MIS application is not easily accessible when was needed by Users and 31.8% of respondents find MIS is easily accessible by its Users. By this finding, people are not comfortable with how they access MIS. Thus there is a possibility of System not used and make it not effectively.

The accessibility of MIS is referred to as the degree to which MIS can be used by Users, how the interface/forms are designed. Currently developed versions are not user friendly and users are complaining they can't use MIS without being trained.

For the MIS to be accessible there is a need to develop MIS with simple forms/interface that will attract users and make it easily accessible.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter provides the summary, conclusion and recommendations of the study and areas for further research which result from the findings. It starts with the summary proceeded by the conclusion and recommendations, policy implications, limitations of the study and finally areas for further research are highlighted.

5.1 The Summary

MIS is an integrated structure of databases and information embracing all organization levels of a company, which facilitates the optimum transfer of information to meet LGA objectives. Management in the LGAs need to use MIS not only for decision making and making sense of changes and developments in their external environment but also to generate new knowledge which can be applied to deliver services and enhance existing relationship with Customers. On the other hand it is also suggested that management do not characteristically solve problems but only apply rules and copy solutions from other. In either case our LGAs need access to information systems. Therefore, when MIS are effectively used, can be the critical resource for management success on delivering service.

5.2 Limitation of the study

Although the researcher managed to accomplish the study, various limitations were encountered. These limitations are:-

Response from Respondents: Not all respondent responded to questionnaire which was distributed to them. During the analysis, it was found that some of the questionnaire was not completely filled.

Time Constraints: The study had to be completed on time set out by the university. This was noted as a limitation since the sample size and nature of the study required the researcher to visit the LGAs under study. Most of the LGAs required Researcher to meet the respondents and explain to them, which required time and money.

Data availability: to obtain secondary data was somehow difficult and therefore the researcher depended mostly on primary data which was also expensive to collect.

Lack of empirical literatures: Some of the literature which relate with the topic under study were in electronic format and were not accessible. Publishers wanted to buy their documents.

Financial Limitation: Some of the LGAs were far such that, the researcher used time to spend in the Field which was costly.

5.3 Conclusion and Recommendations

Based on the empirical findings from the study, some major conclusions and recommendations are drawn with regard to assessment of effectiveness of Management Information Systems on delivering Service to LGAs.

5.3.1 Cost of purchasing MIS

MIS are not costly, can be deployed in the LGAs and perform well. In this study, it was found that MIS are not costly. Once they will be implemented the services will be delivered smoothly and customers will be satisfied. What is needed is to follow the procedures during design and Implementation processes.

5.3.2 System development process

The System development process should include Users from LGAs. These Users will be used to develop the requirements which will then be used to develop the MIS. If users will be skipped during design process, they will not use the MIS effectively. Also there is a possibility of missing very important functions in the MIS after development.

5.3.3 MIS should be easily accessible

MIS developed should be easily to be used. The complexity of uses will make people leave the MIS and use manual Systems. The interface designed should make sure everyone is able to understand the interface/forms as well as how to navigate to a particular page. Also the response time or waiting time of the MIS should be reduced to make sure when user is pressing the request, it will shortly reply and come with the solution needed. The waiting time should not be more than 15 minutes.

5.3.4 MIS availability

MIS should be available when needed. They should make sure that the infrastructures are well arranged to minimize the down time of Systems. Also they should make sure devices like, Computers and Printers are all functioning so that Systems will be working smoothly. They should also make sure that, they build trust to users that the Systems are reliable. This can be done, by communicating with TTCL to make sure Network is up and running all the time.

5.3.5 Ministries to provide good support on MIS

Ministries should make sure they provide good support to the MIS in LGAs. The MIS are developed from Ministry level and they need close support to make sure they operate properly. There should be supporting teams in Ministries which will make sure they have close follow up to the LGAs, and if any replacement is needed they should react soon.

5.3.6 LGA should allocate enough budget to support MIS

LGAs should make sure they allocate enough budgets to support the MIS internally. They should allocate budget for Training, budget for maintenance and replacement of old equipments like Computers and Printers.

5.3.7 MIS should be reviewed

Ministries should put time for reviewing the System performance after every three years; once the Systems found old versions then they should start process to upgrade to the newest versions that will capture new requirements from users.

5.3 Policy Implications

The research adds to the argument for a bottom-up approach for MIS development which enables intervention in development activities. This will contribute to the understanding of the user's requirements.

5.5 Areas for Further Research

Study's findings were focused on the influencing on MIS effectiveness on delivering service to LGAs in Tanzania. It is advised that further studies be done on the following issues;

a) Assessment of ICT in public funds Management
b) Proliferations on MIS implementation in Tanzania

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APPENDICES

APPENDIX I: RESPONDENTS' QUESTIONNAIRE

Management Information System (MIS)

Questionnaires to Local Government Authority in Morogoro

Dear Respondent,

This questionnaire is for a study titled **"*Assessment of Effectiveness of Management Information Systems in Local Government Authorities*"**. This study is for academic purpose only. You are please requested to fill them with clarity and the answers you offer will be treated as confidential.

PART A:
PERSONAL DETAILS (put the number of appropriate answer in the bracket)

1. Sex [1]Female [2] Male [ ]
2. Age between [1]18-25 [2] 26-35 [3] 36-45 [4] 46 and above [ ]
3. Experience in the field (in years) [1] 1-3 [2] 3-5 [3] 5-10 [4] more than 10 [ ]
4. Education Level [1] Primary [2] Secondary) [3] certificate [4] Diploma [5] Advance Diploma [6] Degree [7] Master Degree [8] others (specify) [ ]

5. Position ……...
6. Organisation……

PART B:

Please provide me with the answers to the following questions by tick appropriate answers or put number in the brackets provided. If you don't understand the question ask for clarification (0713293131).

1. Select one stage which you think you were involved during Management Information System (MIS) development time
   [1] During requirement specification of the MIS
   [2] During Designing of the forms or interface [ ]
   [3] During Report designing
   [4] Not involved

2. Do you think System implementation followed required procedures? If no please answer the following question
   [1] Yes
   [2] No [ ]

3. Select one among the steps which were not followed during implementation time.
   [1] Training on how to deal with System problems if occurs
   [2] To whom you have to report in case you face problems [ ]
   [3] Training of how to use System and its connections
   [4] Not applicable

4. What time did you attend training of MIS?
   [1] Before implementation
   [2] After implementation [ ]
   [3] Did not attend any training

5. If you attended training, do you think the time was enough for you to understand and use the System?

   [1] Yes

   [2] No [ ]

6. How do you find about the operations of MIS in your LGA?

   [1] Satisfied

   [2] No satisfied [ ]

7. How do you access MIS for your daily transactions?

   The accessibility of MIS is referred to as the degree to which MIS is available to as many as people as possible. Can be viewed as the 'ability to access" and benefit from the System.

   [1] Easily accessible

   [2] Not easily accessible [ ]

8. How do you find MIS performance in terms of data processing and reports production?

   [1] Good performance

   [2] Poor performance [ ]

9. Is the System support confidentiality on information?

   [1] Yes [ ]

   [2] No

10. Is the System available all the time?

    [1] Yes

    [2] No [ ]

11. How do you find reports and information produced by MIS?

[1] Reliable

[2] Not reliable [ ]

12. When you have your request to be processed on System, how long does it take to complete?

[1] 15 Minutes

[2] 30 Minutes [ ]

[3] One hour

[4] Three hours

[5] One day

13. Do you think the Computers and Printers provided for MIS perform well?

[1] Strongly Agree

[2] Agree [ ]

[3] Uncertain

[4] Disagree

[5] Strongly disagree

14. Apart from you, did you hear anyone in your LGA complaining about poor performance of MIS?

[1] Yes

[2] No

[ ]

15. Do you think existence of MIS solve problems of data storage and availability that you were facing before?

[1] Strongly Agree

[2] Agree [ ]

[3] Uncertain

[4] Disagree

[5] Strongly disagree

16. Do you think number of staff responsible for MIS is enough for your LGA?
    [1] Yes
    [2] No [ ]

17. Do MIS simplify working conditions of LGAs?
    [1] Strongly Agree
    [2] Agree [ ]
    [3] Uncertain
    [4] Disagree
    [5] Strongly disagree

18. Do you think is a good idea to come up with new MIS version that will capture all requirements from Users?
    [1] Strongly Agree
    [2] Agree [ ]
    [3] Uncertain
    [4] Disagree
    [5] Strongly disagree

19. Do you think running costs of MIS in LGAs are expensive compared to any Database system used before in Government?
    [1] Strongly Agree
    [2] Agree [ ]
    [3] Uncertain
    [4] Disagree
    [5] Strongly disagree

20. Do you think there is a need to provide training for staff operating MIS?
    [1] Strongly Agree
    [2] Agree [ ]
    [3] Uncertain
    [4] Disagree
    [5] Strongly disagree

21. Do you think MIS in LGAs perform because of individual struggling?

[1] Strongly Agree

[2] Agree [ ]

[3] Uncertain

[4] Disagree

[5] Strongly disagree

22. Do you think MIS faces some problems on operations because no enough support from Ministry level?

[1] Strongly Agree

[2] Agree [ ]

[3] Uncertain

[4] Disagree

[5] Strongly disagree

23. Do you think the failure of MIS is caused by lack of funds in LGAs?

[1] Strongly Agree

[2] Agree [ ]

[3] Uncertain

[4] Disagree

[5] Strongly disagree

24. Do you think MIS are too complicated to use in LGAs?

The MIS complications means, how difficult forms and interface are designed for navigation; people cannot use without being trained and is possible for someone to navigate to the wrong direction.

[1] Strongly Agree

[2] Agree [ ]

[3] Uncertain

[4] Disagree

[5] Strongly disagree

25. Do you think management level in LGAs is reluctant on MIS that's why not enough support is provided internally?

[1] Strongly Agree

[2] Agree [ ]

[3] Uncertain

[4] Disagree

[5] Strongly disagree

26. Do you think if MIS Users will be given good training and support the System can perform better as expected?

[1] Strongly Agree

[2] Agree [ ]

[3] Uncertain

[4] Disagree

[5] Strongly disagree

27. Do you think Policy and Guidelines provided by Ministries to your LGA are the causes of poor performance of MIS?

[1] Strongly Agree

[2] Agree [ ]

[3] Uncertain

[4] Disagree

[5] Strongly disagree

28. Do you think Policy and Guidelines provided by Ministries to your LGA are the causes of poor performance of MIS?

The MIS performance is regarded as the functionality of MIS, if people are using it, Management provides financial support for its maintenance and LGAs depend on its report and information.

[1] Strongly Agree

[2] Agree [ ]

[3] Uncertain

[4] Disagree

[5] Strongly disagree

Please give us any comments you have for MIS

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Thank you for your cooperation in this matter.

KIAMBATANISHO

KIAMBATANISHO II: DODOSO LA MFUMO WA TAARIFA

Mifumo ya Utoaji Taarifa za Uongozi (MUTU)

Dodoso kwa Serikali za Mitaa Mkoani Morogoro

Ndugu msahiliwa,

Dodoso hili ni kwa ajili ya utafiti ujulikanao kama **"Tathmini ya uhalisia wa Mifumo ya Utoaji taarifa za Uongozi katika Serikali za Mitaa"**. Utafiti huu ni kwa ajili ya shughuli za masomo tu. Unatakiwa kujaza kwa uwazi na majibu yatakayopatikana yatachukuliwa kama siri na hayatatolewa kwa mtu mwingine yoyote asiyehusika na utafiti huu.

SEHEMU A:

TAARIFA BINAFSI (weka namba ya majibu sahihi kwenye mabano hapo chini)

7. Jinsi [1]Mwanamke [2] Mwanaume [ ]
8. Miaka kati ya [1]18-25 [2] 26-35 [3] 36-45 [4] 46 na kuendelea[ ]
9. Uzoefu wa Miaka katika kazi yako [1] 1-3 [2] 3-5 [3] 5-10 [4] Zaidi ya Miaka 10 [ ]
10. Ngazi ya Elimu [1] Msingi [2] Sekondari [3] Cheti [4] Stashahada [5] Stashahada ya juu [6] shahada [7] Shahada ya Uzamili [8] Nyinginezo (Taja)…… [ ]
11. Nafasi Kazini……...
12. Ofisi unayofanyia kazi……

SEHEMU B:

Tafadhali jibu maswali yafuatayo kwa kuweka TIKI kwenye jibu sahihi au kuweka namba ya jibu sahihi kwenye mabano hapo chini. Kama hujaelewa swali tafadhali uliza kwenye namba ifuatayo ili upate kueleweshwa swali husika (0713293131).

1. Chagua hatua moja unayoona haukujumuishwa wakati wa utengenezaji wa Mifumo ya Utoaji Taarifa za Uongozi (MUTU)
   [1] Wakati wa kuainisha mahitaji muhimu ya kuwekwa kwenye MUTU
   [2] Wakati wa kuandaa FOMU na Madirisha ya kufungulia mfumo [ ]
   [3] Wakati wa kuandaa muonekano wa Ripoti
   [4] Sikuhusishwa popote
2. Unafikiri Usimikaji wa Mfumo wa MUTU taratibu sahihi za usimikaji zilifuatwa? Kama jibu ni hapana tafadhali jibu na swali linalofuatia
   [1] Ndiyo

[2] Hapana [ ]

3. Chagua moja ya hatua ambazo hazikufuatwa kipindi cha kusimika Mfumo wa MUTU.

[1] Mafunzo ya jinsi ya kushughulika na Matatizo ya Mfumo yakitokea

[2] Kwa nani unatakiwa kutoa taarifa pindi yanapotokea matatizo ya Mfumo [ ]

[3] Mafunzo ya kutumia mfumo na viunganishio vyake

[4] Sihusiki na swali

4. Muda gani ulihudhuria mafunzo ya MUTU?

[1] Kabla ya usimikaji mfumo

[2] Baada ya kusimika mfumo [ ]

[3] Sijawahi kuhudhuria mafunzo

5. Kama ulihudhuria mafunzo, je unadhani mafunzo yalikufanya uelewe mfumo na je unadhani muda wa mafunzo ulikuwa unatosheleza?

[1] Ndio

[2] Hapana [ ]

6. Je unaonaje ufanyajikazi wa MUTU katika Halmashauri yako?

[1] Unaridhisha

[2] Hauridhishi [ ]

7. Je unaupataje mfumo pindi unapotaka kuutumia kwa matumizi yako ya kila siku?

[1] Naupata kwa urahisi

[2] Ni ngumu kuupata [ ]

Je unauonaje Mfumo wa MUTU katika ufanyaji kazi wa masuala ya kushughulikia Taarifa na utoaji wa Taarifa?

[1] Ufanisi mzuri

[2] Ufanisi mbaya [ ]

8. Je mfumo unasaidia katika kutunza siri kwa mtu asiye muhusika?

[1] Ndiyo [ ]

[2] Hapana

9. Je Mfumo unapatikana muda wote unaohitaji kufanya kazi?

[1] Ndiyo

[2] Hapana [ ]

10. Je unazionaje taarifa zinazotengenezwa na MUTU katika Halmashauri?

[1] Zinategemewa na Halmashauri

[2] Hazitegemewi na Halmashauri [ ]

11. Ukiwa na kazi yako inayotakiwa kufanyiwa kazi na Mfumo wa MUTU, ni muda gani Mfumo unachukua kushughulikia tatizo lako?

[1] Dakika 15

[2] Dakika 30 [ ]

[3] Saa Moja

[4] Masaa matatu

[5] Siku nzima

12. Unafikiri Kompyuta na Printa zilizotolewa kwa ajili ya MUTU zinafanya kazi vizuri?

[1] Nakubali kabisa

[2] Nakubali [ ]

[3] Sina uhakika

[4] Sikubali

[5] Sikubali kabisa

13. Ukiondoa wewe, je umewahi kumsikia mtu yoyote katika Halmashauri yako akilalamika kuhusu utoaji huduma mbovu wa Mifumo ya MUTU?
[1] Ndiyo
[2] Hapana [ ]

14. Unafikiri uwepo wa MUTU unatatua matatizo ya uhifadhi wa Taarifa na upatikana wa Taarifa kwa wakati kama yalivyokuwa yanakabili hapo awali?
[1] Nakubali kabisa
[2] Nakubali [ ]
[3] Sina uhakika
[4] Sikubali
[5] Sikubali kabisa

15. Unafikiri idadi ya Wafanyakazi wanaohusika na Mfumo wa MUTU inatosha kwa Halmashauri yenu?
[1] Ndiyo
[2] Hapana [ ]

16. Je MUTU inarahisisha utendaji kazi katika Halmashauri?
[1] Nakubali kabisa
[2] Nakubali [ ]
[3] Sina uhakika
[4] Sikubali
[5] Sikubali kabisa

17. Unafikiri ni mawazo mazuri ya kuja na mfumo mpya wa MUTU utakaokuwa na mapendekezo mengi ya watumiaji wa mfumo?
[1] Nakubali kabisa
[2] Nakubali [ ]
[3] Sina uhakika
[4] Sikubali

[5] Sikubali kabisa

18. Unafikiri gharama za uendeshaji wa Mfumo wa MUTU ni kubwa ukilinganisha na Mifumo yoyote iliyowahi kutumika katika Serikali siku za nyuma?
[1] Nakubali kabisa
[2] Nakubali [ ]
[3] Sina uhakika
[4] Sikubali
[5] Sikubali kabisa

19. Je unafikiri kuna haja ya kutoa mafunzo kwa Wafanyakazi wanaotumia mfumo wa MUTU?
[1] Nakubali kabisa
[2] Nakubali [ ]
[3] Sina uhakika
[4] Sikubali
[5] Sikubali kabisa

20. Je unafikiri MUTU katika Halmashauri yako unafanya kazi kwakuwa watu binafsi wanajibiidisha wenyewe?
[1] Nakubali kabisa
[2] Nakubali [ ]
[3] Sina uhakika
[4] Sikubali
[5] Sikubali kabisa

21. Unafikiri MUTU unakumbana na changamoto kwenye utendaji wake kwa sababu hakuna msaada wa kutosha unaotolewa na ngazi za Wizara?
[1] Nakubali kabisa
[2] Nakubali [ ]
[3] Sina uhakika
[4] Sikubali

[5] Sikubali kabisa

22. Do you think the failure of MIS is caused by lack of funds in LGAs?
[1] Strongly Agree
[2] Agree [ ]
[3] Uncertain
[4] Disagree
[5] Strongly disagree

23. Je unafikiri Mfumo wa MUTU ni mgumu sana kwenye matumizi katika Halmashauri yako?
[1] Nakubali kabisa
[2] Nakubali [ ]
[3] Sina uhakika
[4] Sikubali
[5] Sikubali kabisa

24. Unafikiri ngazi za Uongozi katika Halmashauri zinavikwazo ndio maana hakuna msaada unaotolewa ili kuona Mfumo wa MUTU unafanya kazi vizuri?
[1] Nakubali kabisa
[2] Nakubali [ ]
[3] Sina uhakika
[4] Sikubali
[5] Sikubali kabisa

25. Unafikiri kama watumiaji wa MUTU wakipewa mafunzo ya kutosha na msaada, je mfumo utafanya kazi kama ulivyotarajiwa?
[1] Nakubali kabisa
[2] Nakubali [ ]
[3] Sina uhakika
[4] Sikubali

[5] Sikubali kabisa

26. Unafikiri Sera na Miongozo inayotolewa na Wizara kuja katika Halmashauri ndio sababu ya ufanisi mbovu wa MUTU?

[1] Nakubali kabisa

[2] Nakubali [ ]

[3] Sina uhakika

[4] Sikubali

[5] Sikubali kabisa

Please give us any comments you have for MIS

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Thank you for your cooperation in this matter.