

**AN EVALUATION OF TRAINING NEEDS ASSESSMENT
PRACTICES IN LOCAL GOVERNMENT AUTHORITIES
A CASE STUDY OF MOSHI MUNICIPAL COUNCIL**

**AN EVALUATION OF TRAINING NEEDS ASSESSMENT
PRACTICES IN LOCAL GOVERNMENT AUTHORITIES:
A CASE STUDY OF MOSHI MUNICIPAL COUNCIL**

**By
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**A Dissertation 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 Science in Human Resources Management
(MSc-HRM) of Mzumbe University**

2019

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by Mzumbe University, a dissertation entitled, *An Evaluation Of Training Needs Assessment Practices in Local Government Authorities: A Case Study of Moshi Municipal Council* in partial fulfilment of the requirements for award of the degree of Master of Science in Human Resource Management of the Mzumbe University.

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DECLARATION

AND

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I, Grace N. Sylivester, declare that this dissertation is my original own work and it has not been presented and it will not be presented by other person to any other university for a similar or any other degree award.

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DEDICATION

I thank my parents Sylvester Nkuba and Mary Yegela , my spouse Richard T. J , my children Prince and Patrick, my lovely young sister Emmaculatha and Eudia and my co-worker Mary T. Mbwambo. Thank you all for your love, support, patience and inspiration.

LIST OF ABBREVIATIONS AND ACRONYMS

CBT	:	Computer Based Training.
ELCT	:	Evangelical Lutheran Church of Tanzania
HRD	:	Human Resource Development.
HRM	:	Human Resource Management.
LGAs	:	Local Government Authorities
LGRP	:	Local Government Reform Programme
LISCO	:	Libyan Iron and Steel Company
MMC	:	Moshi Municipal Council.
MSc-HRM	:	Master of Science in Human Resource Management
MTEF	:	Medium Terms Expenditure Framework.
MU	:	Mzumbe University
NCC	:	National Cement Company
NSSF	:	National Social Security Fund.
PO-PSM	:	President's Office-Public Service Management
SP	:	Strategic Plan
TANESCO	:	Tanzania Nation Electricity Company
TNA	:	Training Needs Assessment
URT	:	United Republic Of Tanzania
HoDs	:	Heads of Department

ABSTRACT

The study set to evaluate Training Needs Assessment practices at Moshi Municipal Council. Specific objectives included determination of the extent to which training needs assessment practices are evaluated, to identify challenges in conducting training needs assessment, to examine methods and techniques applied in conducting training needs assessment, and to recommend strategies for better and effective training.

The study employed a Case study design. The selected samples size was 20 respondents. Simple random sampling was employed to select 15 respondents among employees. Purposive sampling was used to select 5 respondents (Heads of Department). Both primary and secondary data collection method were used. Data were collected through both qualitative and quantitative methods. The quantitative data were analyzed through descriptive statistics using various statistical means including frequencies, percentages distribution, table and figures. Qualitative data were analyzed through thematic analysis.

The findings of the study revealed that staff training is one of the activities that the Council gives reasonable weights. Training is evaluated through Questionnaires, Interviews and performance reports by supervisors. However, the practice of conducting TNA is not done to a large extent due to financial constraints.

The study recommends that there is a need for having a separate training section or Department in Moshi Municipal Council. Training need assessment should be conducted before training. It underscores the urgency of having human resources with requisite knowledge, skills and competences in conducting training needs.

TABLE OF CONTENTS

CERTIFICATION	i
DECLARATION	ii
COPYRIGHT	ii
ACKNOWLEDGEMENTS	iii
DEDICATION	iv
LIST OF ABBREVIATIONS AND ACRONYMS	v
ABSTRACT	vi
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF APPENDICES	xii
CHAPTER ONE	1
INTRODUCTION AND PROBLEM SETTING	1
1.0 Introduction	1
1.1 Background of the study	1
1.2 Statement of the Problem	3
1.3 Research Objectives	3
1.3.1 Major Research Objective	3
1.3.2 Specific Objectives.....	4
1.4 Research Questions	4
1.5 Significance of the study	4
1.6. Scope of the study	5
CHAPTER TWO	6
LITERATURE REVIEW	6
2.0 Introduction	6
2.1 Operational Definition of Key Terms	6
2.1.1 Training	6
2.1.2 Training Needs Assessment	6
2.1.3 Training Programme	6
2.1.4 Local Government Authorities (LGAs)	7
2.2 Theoretical Literature Review.....	8

2.2.1 Training Need Assessment Concepts and Practices.....	8
2.2.2 Human Capital Investment Theory	9
2.3. Empirical Literature Review	10
2.4. Knowledge Gap.....	14
2.5. Conceptual Framework	14
CHAPTER THREE	16
RESEARCH METHODOLOGY	16
3.0 Introduction	16
3.1 Research Design.....	16
3.2 Location of area of the study.....	17
3.3 Population of Study Area.	17
3.4 Sampling Procedure and Sample size	18
3.4.1 Sample size.....	18
3.4.2 Sampling Techniques and Procedures	18
3.5 Methods of Data collection.	19
3.5.1 Questionnaires.....	19
3.5.2 Interview	20
3.5.1 Documentary Review	20
3.6 Analysis of Data and Presentation	20
3.7. Data Validity	21
3.7.1 Validity.....	21
3.8. Permission observed	21
3.9. Informed consent of research subjects	21
3.10. Ethical considerations	22
CHAPTER FOUR	22
PRESENTATION OF RESEARCH FINDINGS	22
4.0 Introduction	22
4.1 Characteristics of respondents.....	22
4.1.1 Respondents Distribution by Sex	23
4.1.2 Respondent’s level of Education.....	23
4.1.3 Respondent’s work Experience.....	23

4.2 The Extent to which training needs assessment practices are done at Moshi Municipal Council.....	24
4.3 Methods and techniques applied by Moshi Municipal Council Mmanagement in conducting training needs assessment.....	28
4.4 ;Challenges in identifying Training Nneeds Assessment at Moshi Municipal Council	30
4.5 Suggestions on improving Practices of Training Needs Assessment.	33
CHAPTER FIVE.....	35
DISCUSSION OF RESEARCH FINDINGS	35
5.1 Introduction.....	35
5.2 The Extent to which Training Needs Assessment Practices are done at Moshi Municipal Council.....	35
5.3. Methods and techniques applied by Moshi Municipal Council management in conducting Training Needs Assessment	37
5.4.Difficulties in identifying Training Needs	38
5.5. Suggestions in improving Training Needs Assessment practices.....	40
CHAPTER SIX	43
SUMMARY, CONCLUSION, RECOMMENDATIONS AND POLICY IMPLICATIONS.	43
6.0 Introduction.....	43
6.1 Study summary	43
6.2 Conclusion	45
6.3 Recommendations	46
6.4 Policy Implications	47
6.5 Limitations of the study and Areas for further Research	47
REFERENCES.....	49
APPENDICES	53

LIST OF TABLES

Table 4.1 Respondent’s characteristics 23
Table 4.2 Respondent’s Awareness on TNAs 27

LIST OF FIGURES

Figure 2.1 Conceptual Model.....	15
Figure 4.1 Satisfaction of participants with training programs.....	27
Figure 4.2 Proportion of participants in each method for identifying the training needs.....	30
Figure 4.3 Challenges facing TNA process	32

LIST OF APPENDICES

Appendix I; Organisation Chart of Moshi Municipal Council	53
Appendix II; Moshi Municipal Council Location.....	54
Appendix III; Introduction Letter.....	55
Appendix IV: Research Permission Letter.....	56
Appendix V: A; Questionnaire for the Staff of Moshi Municipal Council.....	57
Appendix VI: Structured Interview Guide for Municipal Director and Heads of Department.....	73

CHAPTER ONE

INTRODUCTION AND PROBLEM SETTING

1.0 Introduction

This Chapter introduces the study background, statement of the problem where challenges of Training Needs Assessment (TNA) at Moshi Municipal is explained, also research objectives and research questions. Furthermore, it covers the significance of the study, scope and limitation, and finally operation definitions of the key terms.

1.1 Background of the study

Globally, unskilled workers have been forecasted most in 21st Century. The number of shortage of skilled employee worldwide increased. The gap is very huge in developing country like Tanzania Even in Asia countries like India and China which have high economic growth the problem of skilled labour persist. Due to this situation is of great important to consider training of the employees as a necessary practices for developing employee skills and organizational capabilities (Singh and Saldanha, 2002).

The policies about training and development in public service organization have been formulated and big budget for training were created to develop employees knowledge skills and attitude. Despite of this fact the practice for TNA is very difficult to practice in many African organizations.

Tanzanian government has tried much in ensuring that training of employees is conducted to all government organizations through training policy. It emphasize personal-sufficient in trained and skilled employee for economical development. Further, the Public Service Standing Orders of 2009 requires every government organization/institution to have enough money in their annual budget to facilitate systematically and professionally training need assessment. This study aimed to evaluate training needs assessment practices at Moshi Municipal Council. Training and development as a function of management in government organizations services

is controlled by Training Policy for Tanzania Public Services of 2013 together with Standing Order for Public Services of 2009.

The objective of National Training Policy (2013) was to put training as an integral component of career development, promotion and retention of trained employees. The policy also aimed to facilitate the transfer of developed technology and skills to public workers. The significance of National Training Policy is to develop job skills important for the efficiency of employee promotion, productivity of employees and effectiveness in performance of their jobs. If well implemented National Training Policy is expected to enable professionalism and consolidates ethics in government organization. The policy also expected to acts as a guide to facilitate in finding and development of talents and special competences .Despite the good intention of policy the poor training practices in public institution still exist.

The standing order for public service in Tanzania (2009) states that it is the Government policy that Tanzania should be self-sufficient in trained and skilled employees for sustainable economy. It emphasize that systematic approach should be used by government organization to build the human capital which is capable for delivering services to the citizens and the society. That approach should take cognizance of developing public private partnership and the long term training and development plans of the public organizations. For that case, all organizations are required to make a specific in-service training programmes based on their identified training needs. Every organization should make enough financial provision for training needs in the annual budget.

According to Government Notice No 168 of 2003 indicates that every organization should be responsible for training and development of his/her employee and shall introduce a staff development programme for the public service. The Notice specifies a sequence of steps to be followed on how training could be implemented. The steps includes: Training needs assessment, instructional objectives, design, implementation and evaluation. Also, the Government Notice emphasizes that the training needs

assessment is important than other steps because other steps will be implemented as a result of the obtained information from assessment (Notice No 168, 2003).

The training programme has been identified as one of the capacity building strategies in the whole process of implementing of Local Government Reform Programme (LGRP). However, the need for effective training needs assessment seems to be not taken seriously in the public institution especially in Local Government authorities particularly in Moshi Municipal Council which necessity the needs for this study

1.2 Statement of the Problem

Tanzania is currently facing critical challenges in its public sector in implementing development programs because it is believed that many government organizations take training for employees as a thing that is to be practiced when there is enough time and budget. Some organization does not take training as the important function of the management. Some employees view it as the way to get extra money. This has made training practice in the Public Service unreliable and unsystematic (URT, 2018). Because of this challenge it has been widely acknowledged that there is a lack of TNA practices in public institutions (Ishenda, 2014). These indices aroused interest to conduct a research on practices of TNAs in LGAs by determining the extent to which training needs assessment practices are done, by identifying the challenges facing human resource officers in evaluating training needs assessment, examining efforts and techniques applied by Moshi Municipal Council management in evaluating training needs assessment.

1.3 Research Objectives

1.3.1 Major Research Objective

The general objective of this study was to evaluate TNA practices at MMC.

1.3.2 Specific Objectives

For the accomplishment of this general objective, this study focused on the following specific objectives.

- i) To establish the extent to which TNA practices are done at Moshi Municipal Council.
- ii) To examine methods and techniques applied by Moshi Municipal Council management in conducting TNA Practices.
- iii) To identify challenges facing Moshi Municipal Council in conducting TNA practices.
- iv) To recommend strategies for better and effective TNA Practices in the Moshi Municipal Council.

1.4 Research Questions

- i) To what extent does TNA practices are conducted at Moshi Municipal Council?
- ii) What are the techniques and methods applied by Moshi Municipal Council management in conducting TNA?
- iii) What are the challenges facing Moshi Municipal Council in conducting TNA?
- iv) What are the strategies to be adopted to enhance effective TNA in Moshi Municipal Council?

1.5 Significance of the study

Firstly, to assist HR officers and management of Moshi Municipal Council in the delivery of services that meet employees and employers' expectations since the study provides necessary knowledge in management field and operations of TNA Practices in LGAs.

Secondly, to help decision and policy makers to identify and address challenges hindering the successful implementation and utilisation of TNA Practices.

Thirdly, for academicians and researchers, the study aimed to provide an extra knowledge about TNA for further researches on TNA in LGAs.

Lastly, the study is a requirement for fulfillment for the award of a Master's degree in Human Resource Management of Mzumbe University.

1.6. Scope of the study

This research was conducted within the boundaries of Moshi Municipal Council located in the Kilimanjaro region. The selection criterion for this institution is due to the fact that MMC has 2,225 employees, thirteen departments, six units and 29 councilors. In MMC there is a problem of poor practice of TNA which leads to unsystematic training practices. Most of the training is carried out without conducting TNA. Apart from those, fundamental issues of TNA Practices have been undertaken without considering short and long term organization plan (Medium Term Expenditure Framework (MTEF)).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This Chapter reviews the literature related with the study. The chapter comprise four parts: whereby part one is on theoretical literature review, part two is about conceptual framework, part three is the empirical review of literature and the last part is research gap.

2.1 Operational Definition of Key Terms

2.1.1 Training

Means function which is planned and implemented in order to strengthen the capabilities of government organizations in order to enable the capacities of employees in skills, Knowledge, and attitudes. (URT, 2013).

2.1.2 Training Needs Assessment

Training Needs Assessment (TNA) means determination of need for training and, the kind of training required. (TNA) is a tool used in determining and measuring the existence of knowledge gap among employees so as they can perform their duties competently .This is to enable the organisation to take corrective measures and remedial that will bridge the gap between the required performance and the actual performance (Nischithaa & Rao Narasimha, 2014). TNAs simply means, discovers whether there is a discrepancy or conflict between what an employee ought to be doing and that which he or she can do.

2.1.3 Training Programme

A training program refers to a planned actions where by an organisation seeks to achieve performance improvement of the stuff either by developing the skills of employees or by meeting the training requirement by identifying the identified group .All training programmes need to start with a training needs assessment. That means training management must determine what, when, where, why and how training could be (Mutagurwa, 2011).

2.1.4 Local Government Authorities (LGAs)

Local Government Authorities are the administrative offices which are smaller than central government and contacted direct with the society. The pattern of Local Government Authorities is complex, because of the distribution of functions which vary according to the local arrangements.

Local government is a non-union matter as it is stated in the Constitution of United Republic of Tanzania of 1977 as well as in the Zanzibar Constitution of 1984. Article 146 (1) (2) states that one of the objectives of the local government is to enhance the democratic process within its area of jurisdiction and to apply the democracy for facilitating the expeditious and faster development of the people. The local government authorities in Tanzania is branched into dual groups with dynamic status namely; professional public officers and politicians. The first group is professional public officers who are both qualified and permanent in nature; they act as implementers of councils' objectives and other directives made by central government.

The second group is politicians consisting of different types of councilors who are elected through a democratic general election to service their offices in a term of five years but they are allowed to run for the next general election. There is another group of councilors who are appointed under the Local Government (Miscellaneous Amendments) Act Number 13 of URT, 2006. They generally act as decision-makers of the council pertaining on various matters from wards to constituency levels.

In the Tanzania Mainland there are several Acts for the local government authorities such as the Local Government (District Authorities) Act 7, 1982, the Local Government (Urban Authorities) Act 8, 1982; the Urban Authorities (Rating) Act 2, 1983; the Public Services Act 8, 2002; the Local Government Laws (Miscellaneous Amendments) Act 9, 1999; the Local Government Finance Act 9, 1982 and Regional Administration Act 19, 1997 and Local Government (Miscellaneous Amendments) Act Number 13 of 2006. In Zanzibar, the appropriate part of the Constitution of 1984

is under Clause 128. The main legislation texts regarding the existence of the local government authorities are such as: the Zanzibar Municipal Council Act of 1995 and the District and Town Councils Act of 1995.

2.2 Theoretical Literature Review

2.2.1 Training Need Assessment Concepts and Practices

Training Needs Assessment (TNA) is a tool used in determining and measuring the existence of knowledge gap among employees so as they can perform their duties competently. This is to enable the organization to take corrective measures and remedial that will bridge the gap between the required performance and the actual performance. TNA arise due to underdeveloped skills, less sufficient knowledge and inappropriate worker attitudes (Ferreira, and Abbad, 2014). Also, Cekada, (2010) indicates that training needs assessment means determining if training can solve the problems within the organization.

TNA is very necessary in organisation because it provide directions that is needed for making professional skills deficiencies and what training for trainees is required. According to Skillnets (2013) TNA identify the existing skills, knowledge and attitudes; it determines the content of the training programme required in the organisation, it help the trainers to know the kind of training needed in an organisation. It ensures the targeted and relevant training is provided to the employees in order to enable the organisation to reach its targeted goals; it encourage the maximum use of scarce resources, Also the results of a training needs assessment help the organization in monitoring and evaluation training plan.

The practices of conducting TNA involve different steps, methods and techniques as proposed by different scholars. Cekada (2011) argued that the amount of the time used in conducting a TNA differs based on organizational resources, needs, amount of time available and commitment of the management. According to Cekada(2011) there are about four steps of conducting TNA.

First, to determine the purpose of training needs assessment and what questions needed to be answered. It consider the many aspects which include identifying individual skill or knowledge gap, organizational development needs, financial planning staffing concerns and performance improvement needs are of importance.

Second, collect data. Data collection can be done by using tools such as questionnaire, observations, interviews, focus group and performance appraisals. Also document review can be used.

Third, analyze data. In this step it is where the employees gap is identified .it looks on current skills and knowledge and the needed skills for performing their jobs.

Fourth, determine training needs. This helps to know the needs that can be conducted in order to meet the current needs of employees.

Fifth, propose solutions. If the solution is related to training deficiency, then a formal or informal training programme may be addressed. Lastly, Training needs assessment is an important tool because it determine what training needs exist in an organisation and the types and scope of resources needed to support a training programme within an organization.

2.2.2 Human Capital Investment Theory

Human capital theory was formally developed by Becker (1964). The theory focuses on education and training as a source of capital. Human capital theory changes the notion that training and development are costly and thus the organization should try to minimize' into training and development as 'returnable investments' which should be part of the organizational investment capital. Therefore, human resource training and development decisions and evaluations have to be done based on clearly developed capital investment models.

The study used this theory because of its relevancy in training and development practices. Human capital investment imply that, the organisation must consider the importance of investing in human capital by providing education, Training and development which help to improve the employees' skills, talents, abilities and competencies which in future increases productivity, profitability and competitiveness in an organization and eventually guiding the organization performance.

2.3. Empirical Literature Review

This part look about the other studies which have been conducted by others on training needs assessment. The researcher is aware there are various studies which have been conducted on the topic. However, different concepts of each study differ from one another. The difference can be discovered in terms of either focus or setting. The focus and setting of any study done can involve organizations, institutions, or companies. Some research conducted by different researchers about training needs assessment. One of the distinctions between the related studies undertaken is that they leave a certain gap of knowledge which will be covered by this study.

TNA is a systematic worldwide phenomenon. Different studies were conducted from different party of the World. The initial review showed that little have been done concern TNAs in Tanzania LGAs. The issue of informal practices of TNAs within organizations has been a problem for long time.

Shibani (2016) conducted study titled An Investigation into Training Needs Analysis for Technical staff within Libyan Industrial Companies (LICs). The main purpose of this study was to understand the TNA process and practice in Libya companies. Findings indicated that all participants have similar views on the importance of TNA and the Training identification and analysis is necessary requirement for success for any training programme. It further founded that formal TNA system did not exist.

Rodič et al. (2012) carried out a study on the public administrations (PA) in the Republic of Slovenia. The study aimed to identify and explain the understanding of TNA between employer and their employees. The findings of the study discovered that TNA, training planning and training evaluation are of great important in influencing the effectiveness of training. It was also found that the correlation between the effectiveness of training and TNA are lower than expected. There was no systematic training practice. It further demonstrated that the main problem for introducing systematic training in the organisation was the lack of enough rehabilitation and the lack of experience for the people who are responsible for conducting TNAs.

Sherazi et al. (2011) carried out a study in Pakistan. The aim of the study was to investigate the managers' TNA techniques used and their impact on training results. The study revealed that the organizations in Pakistan were only focusing on conducting the personal TNA before starting organizational training programmes. The study revealed that lack of comprehensive TNA approach gives less results and does not meet objectivity criteria of training programmes because comprehensive TNA starts from organizational level and task level and then to individual level. The important result is that researchers believe that, if organizations, adopt three level of TNA it can be more effective for a better result of training outcomes instead of conducting only one level of analysis.

In the context of Tanzania, there is limited number of studies conducted on TNA practices. There has been much focus on the entire training programme. Mndeme, (2011) conducted a study at Tanzania Electric Supply Company (TANESCO) and discovered that because of non-existence of Training Needs Assessments, training of employees was ineffective despite the availability of the necessary instruments for training such as training programmes, engaging consultants, and increasing sponsorships the company had no budget to meet the needs. However the finding of Mndeme cannot be generalized to Local Government context due to organization

different in term of nature, structure and functions hence necessity the needs for this study to fill this gap.

Mwakibasi (2013) found that TNA in the ELCT- Konde Diocese does not align with the model which portrays a shortfall between the skills, attitudes and knowledge of employees and what is exactly needed by the job or demand of organizational goal. Contrarily, findings show that all trainings in Konde Diocese are mainly either initiated by individuals who desire to attend trainings in various areas or determined and desired by the diocesan top management. Concluding from the general body of knowledge from TNA, the Evangelical Lutheran Church Konde Diocese does not conducting an effective TNA, to the extent that it does not critically assess training programme, so as to ensure that the right training is given to the right employee, in the right form, at the right time and at a reasonable costs.

Despite the fact from finding, the study suffers from several limitations which call for another study. Data from the study was collected from the participants, who were not fully involved in training process, the phenomena which are believed to have lowered validity and reliability of the study. Different from Mwakibasi's study, the current study improved reliability and validity and by seeking information from the respondents who have relevant information concern the practice of conducting TNA like human resource officers.

Kafwenji (2015) conduct study on training needs assessment (TNAs) at Morogoro Municipal Council (MMC) in Tanzania. The study revealed that TNAs is one of the necessary human resource functions in the Municipality. It found that in the municipal council more teachers are required to go for further studies which necessity the needs to conduct TNA. Despite the necessity of conducting TNA found from the study, the study failed to identify to what extent the TNA is done and recommend some strategies which could be used to conduct TNAs. Different from Kafwenji's study the current study expected to come up with strategies which

improve the practice of conducting TNA in Local government authorities especially in Moshi Municipal Council.

Also Habi (2013) on his study about effectiveness of training programme in public Organisation at Morogoro Municipality revealed that to some extent the training needs identification was administered, but also it has been evidenced that the selection of employees in some cases did not prove to have elements of fairness and transparency as such there were a lot of complaints from employees insisting the presence of elements of evils acts like corruption and favoritisms in the process of employee selecting for training. The study further found that Morogoro Municipality faced various challenges in the implementation of the training programme including; small budget for training, lack of clear organization policy, lack of management support, unwillingness of some employees to be trained and finally there was small efforts made in identifying training needs. This study was more relevance to study however it focused much on the whole process of systematic training and failed to come up with reasons why there is poor practice of training needs assessment which pave the way for conducting another study.

In a similar context Dominic et al, 2010), examined effectiveness of the training and development function carried out in President's Office, Public Service Management (PO-PSM) in Tanzania and found that although there was a well-designed training programme in many public institution, at the end the result showed that there was no enough funds for training and there was a poor allocation of training funds, poor criteria for selection of trainees' and poor ability in determining type of training needed by trainee's and poor evaluation done ruled out the reality. The study however is too general to come up with better recommendations for better practice of TNA. The current study covered the gap by focusing only on TNA practices in Moshi Municipal Council.

2.4. Knowledge Gap

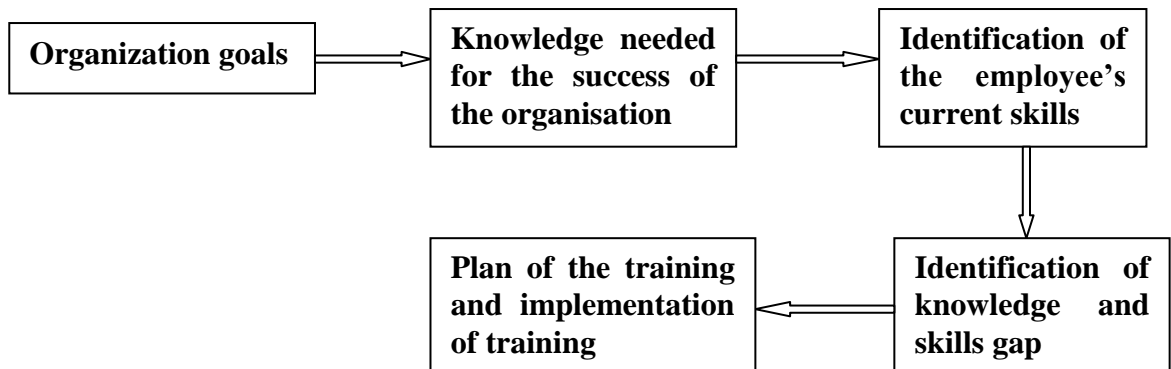
Although a significant amount of research has been done to understand the practice of TNA on human resources development in organizations, there is still inadequate information on the evaluation of TNA Practices in LGAs. Therefore; this study aims to fill this gap by evaluating training needs assessment practices in Moshi Municipal council.

2.5. Conceptual Framework

The Underlying assumption behind this Conceptual framework is to explain a conceptual relationship between the variables under investigation. In this study, the Training Needs Assessment (TNA) is the Independent variables and evaluation is the dependent variables. The relationship indicates that in order for the Local Government Authority (Moshi Municipal Council) to conduct the targeted training it need TNA that is conducted efficiently and effectively so as to get the required skills and knowledge that is needed in the organisation. It emerges that implementation of a training programme must be preceded by training needs assessment. The trainer or manager must determine before: who, what, when where why and how of the training. That means training in any organization is for accomplishing certain objectives. Therefore, the initial phase in developing a training plan is to determine what needs exists.

Figure 2.1; Conceptual Frame Work

This conceptual framework leads to a conclusion that the successful practice of Training Needs Assessment at the local government authorities in Tanzania depends on having a conceptual framework as showed below;



Source: Developed by researcher (2019)

This conceptual framework shows the process of conducting Training Needs Assessment which involves five stages. First, Organisation Goals which look on the business goals for the current time and for the future, what organization has planned to be ,by knowing that it will easy for the TNA. Second Knowledge needed for the success of the organization this means that, the organization should analyze the skills and knowledge needed for the success of the organisation. Third, Identification of the employees current skills at this stage the organization should identify the current employees knowledge in connection with the knowledge needed by the organisation.4.Identificationof staffs knowledge gap this means the comparison of skills needed by the organization and the skill the employees have so as to identify the knowledge gap needed on the organization who need training, when and why and the last stage is plan of the training and implementation this happen after knowing the gap need so as to plan for the training and implementation for training. Hence by conducting TNA it will lead to successfully training in an organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Chapter three explain in deep research methodologies, which includes research design, area of the study, population of the study, sample size, procedures used in sampling, collection of data and analysis of data.

3.1 Research Design

This is explained as the research structure Creswell et al, (2013) define the research design that, it is a collecting data action plan, organizing and analyzing so as to combine the research relevance with economical procedures. Ishenda, (2014) describes a research design as a conditional arrangement for collection and analysis of data in a way which aims to combine relevance to the purpose of research with economical procedures. A case study design was chosen in order to make detailed attention to TNA practices in a single setting. The researcher therefore chose Moshi Municipal Council as a representative of other councils in the region.

The study aimed at evaluating training needs assessment practice in which it paved a way to get detailed information from the units so as to describe some particular process and study structure. The design was used because; consumes little time, coping with the few resources from the researcher and it employs two types of questions that is “what” and “how”. Also the design reduce costs because it used at

single municipal that allowed the researcher to collect data from different selected department within a short time. Furthermore; the case study designs provide in-depth information required and allowed varieties of data collection methods which include documentary review, questionnaire and interview.

3.2 Location of area of the study

The area of the study can be explained as a place where by the study will be done (Msabila, et al., 2013) .This study was done at Moshi Municipal Council located at Kilimanjaro region. The motive behind this choice is that Moshi Municipal Council is one of the institutions experiencing a number of complaints from employees on some concerns including Training Needs Assessment. Persistent complaints of this nature plunges the Council into problems in terms of employee career and organizational development in general.

3.3 Population of Study Area.

Population means a group of people or items in which samples of the study are taken for measurement. Population is all about a whole group of people or items which at least have one character in common. Hence, it is very important for the researcher to have knowledge of population of the study (Kombo & Tromp, 2006).

The targeted population of the study was 20 staff of the MMC which included Municipal Human Resource Officer, Heads of different departments and units which are; Administration and Human Resource Management department , Land and Urban Planning department, The department of Finance and trade, The department of Community Development, Social Welfare and youth, The department of Agriculture, Irrigation, and Cooperatives ,The department of livestock and fishing, Health Department, Education Primary department, Education Secondary department, The department of Planning, Statistics and Coordination, water department, work department, Legal unit, Internal Audit unit; procurement unit; Election unit and lastly Information, Communication Technology and Public Relations unit.

From population of area of study, a sample study included the head of department of Administration and Human Resource management and four heads of departments from different departments which are secondary education, primary education, internal auditors, health and social welfare and agricultural, and fifteen ordinary employees that is three from human resource and administration, two from the department of agriculture, five from both secondary and primary education, three from health department, one from internal auditor office and one from planning and statistics office.

3.4 Sampling Procedure and Sample size

3.4.1 Sample size

It means a number of people selected from the universe to constitute a sample. It should fulfill the requirements of efficiency, representativeness, reliability and flexibility (Kothari, 2004).

The sample size of the study was 20 respondents. The selected sample of this study included the head of Administration and Human Resource management department and four heads of departments from the department of secondary education, primary education, internal auditors, health and social welfare and agricultural, and fifteen ordinary employees that is three from human resource and administration, two from the department of agriculture, five from both secondary and primary education, three from health department one from internal auditor office and one from planning and statistics office, this is because the study needs different sources of information.

3.4.2 Sampling Techniques and Procedures

The study used both simple random and purposeful sampling technique for recruiting respondents. Simple random technique was used for normal employees where by each employee in MMC was given an equal chance to participate in the study.

Purposive sampling targeted two cohorts namely employees who had attended training and those who did not attend training. This was considered necessary due to

the fact that each group had different characteristics which ensured equal chance for every unit of population to be included and share their experiences.

Purposive technique was used to identify HoDs. In order to get respondents with relevant information and experience related to the study objectives, purposive sampling techniques was used. The purposive sampling technique drew a sample from HoDs responsible for staff training practices in their departments. These include Heads of Department from Human Resource and Administration, Secondary education, Primary education, Internal Auditors, Health and Social Welfare and Agriculture. Moreover, the study used employees from different department who have been trained to assess if the TNA was done before training.

3.5 Methods of Data collection.

This study used both primary and secondary data sources for collecting data. In Primary source interviews and questionnaires were used. While in secondary source it used documentary review.

3.5.1 Questionnaires

The questionnaire method used by the researcher in collection of primary data because it is economical and answers can easily obtain and interpreted to standardized questions (Kombo et al., 2006). Questionnaires include numbers of questions made and printed in a definite order on a set of form. The questionnaires were sent to the ordinary employees to read and write down the answers on their own. The study used structured questions. The questionnaires administrated based on its strength that respondents understand the questions. The questionnaire was distributed to fifteen different employees from different department which included employees with diploma, bachelor's degree, master's degree and PHD, whereby the research selected them randomly and gave the questionnaire in which they wrote down their answers and then the researcher collected so as to analyze data and write report.

3.5.2 Interview

This study used interview because it is flexible and allows direct contact with respondents, thus it allowed data accuracy to be checked as they are collected (Dencombe, 2009).

Also the researcher used the interview as a means to obtain vital information of different HoDs which include the head of department of Administration and Human Resource management and other four HoDs and heads of units who deals with identification of TNA for the staff of their department. Before conducting an interview, participants was told the purposes and expected advantages of the study being conducted in order to enable them to listen effectively so as they can respond well to the questions.

3.5.1 Documentary Review

For the purpose of getting the secondary data, documentary review was applied (Guba et al., 2009).The researcher reviewed different published documents from different sources like Training policy for public servant of 2013, MMC Training Needs Assessment forms for the year 2018/2019, quarterly performance report, and training and development policy of Moshi municipal council, strategic plan and other related documents of Moshi Municipal Council so as to get data about TNA at MMC.

3.6 Analysis of Data and Presentation

Analysis of Data means computation of certain measures along with searching for patterns relationship that exists among the group (Kothari, 2004). Data collection from questionnaires and documentation analyzed and presented by the use of Microsoft Excel. A thematic analysis was then employed to analyze the data from the interviews.

Data collection from questionnaires and documentation was analyzed and presented by the use Microsoft Excel while interviews were analysed by using thematic

analysis. Therefore, data was summarized, compiled and presented by tables, figures and percentages for easier interpretation. The data analysis and processing were done through both qualitative and quantitative methods. The qualitative method means non-numerical data, while quantitative one means analysing all numerical data such as figures percentages and tables.

3.7.Data Validity

3.7.1 Validity

Validity means what one wants to get and what one is required to measure (Saunders et al., 2007). If an employee is able to get what intended for the study, then the validity of information will be attained. For the purposes of validation, the researcher used content validity in which the questions based only on the specific research objectives of the study.

3.8. Permission observed

Permission from the Director of Moshi Municipal Council obtained before the process of data collection. The permission was granted for the letter dated 11th May, 2019 with Ref. No.MMC/A.40/13/1/VOL.IV/19 and the process of collecting data started.

3.9. Informed consent of research subjects

The researcher provided the Information to the respondents about the purpose of the study. Therefore, the researcher asked the respondent if they were ready to participate in the study or not. Once they were ready it was the time when they accepted to participate in either interview or questionnaire.

3.10. Ethical considerations

It means the way in which the researcher describes how she/he will ensure ethical issues are upheld in Bryman and Bell (2007). The researcher ensured that there is a good relationship with respondents and maintain such kind of relationship through the use of proper language, professionalism and participation so as to get the right information. Confidentiality, informed consent and privacy were highly observed in this study by keeping document and interview in confidential

CHAPTER FOUR

PRESENTATION OF RESEARCH FINDINGS

4.0 Introduction

This chapter explains presentation, research findings and analysis of the data that were found through interviews, questionnaire and documentations; it also provides interpretations of data basing on study's objectives. Also the chapter is divided into five parties which are demographic characteristics of the respondents, extent to which TNA is done at MMC, methods and techniques applied by Moshi Municipal Council management in conducting training needs assessment, challenges facing Moshi Municipal Council in conducting Training needs assessment and strategies for better and effective TNA in the Moshi Municipality.

The chapter begins by giving demographic, social and economic characteristics of the sample population's concentrating on se, ages and duration of service and job of respondents.

4.1 Characteristics of respondents

The respondent's personal characteristics and their distribution were considered for enabling the researcher to understand the findings, variables which include; sex,

working experience, career occupation and level of education of respondents as shown in Table 4.1.

4.1.1 Respondents Distribution by Sex

The researcher tried much to reach both females and males in MMC, Presence of Gender relationship used to identify the relationship between Gender and Training Needs Assessments Practices. Finding showed that males were 55% of respondents and 45% were females.

4.1.2 Respondent's level of Education

In this study there were five academic levels of the respondents, the level of education was used to show the relationship of the two variables of education of respondents and the TNA practices in working history. The finding showed that among respondent 20% held certificates, 30% held diploma, 25% held bachelor degree, 20% held master degree and 5% hold PhD.

4.1.3 Respondent's work Experience

The study also identified five groups from which each respondent belong. Experience of the respondents was used to check if there is any relationship between the experience of the employee and the TNA practices. The study set the group as follows: from 1 to 5 years' experience which were 20% of respondents, 6 to 10 years experiences which were 50% of respondents, 11 to 15 years experiences which were 15% of respondents, 16 to 20 years experiences which were 10% of respondents and 21 years experiences and above which were 5% of respondents It was identified that there was direct relationship between employees experiences with knowledge on training practices.

Table 4.1: Respondent's characteristics

S/N	Respondent's characteristics		Frequencies	Percentages (%)
1	Gender	Male	11	55
		Female	9	45
2	Working Experience(Years)	1 – 5	4	20

		6 -10	10	50
		11-15	3	15
		16-20	2	10
		20 and above.	1	5
3	Level of education	Certificate	4	20
		Diploma	6	30
		Bachelor	5	25
		Master's degree	4	20
		PhD	1	5

Source: Researcher's findings 2019

4.2 The Extent to which training needs assessment practices are done at Moshi Municipal Council

This was the first objective of the study which required determining the extent to which training needs assessment are done at Moshi Municipal Council. Under this domain, the researcher was eager to know to what extent the TNA are conducted based on what is done and what is supposed to be done. Starting from what is supposed to be done from documentary review it was found that the MMC's Strategic Plan (SP) 2017/18-2019/20 spelt out the employee training and development needs during the plan period.

It spelt out clearly that training of staff is one of the activities that the Council gives reasonable weights. Further, it indicates that in order for staff training process to be undertaken properly TNAs should be taken into consideration. It further found that management of MMC is committed to make sure that the strategic plan is implemented as expressed by the head of human resource department during interview.

...Because training and capacity building is one of the functions of our department we are trying our level best to make sure that it is done in efficiency and effective way regardless the financial

constraints we are facing. Any things spelt out in Strategic Plan are important to be implemented including Training (Interview, May 18, 2019).

Thus, from management perspective TNAs becomes an essential tool to identify staff requiring training and also implementing training programme effectively.

To us conducting TNA is very important because it help to identify need. We practice it by asking employees the challenges they face in performing their daily activities/work. We also conduct performance appraisal to identify performance gap so as to address the problem identified when there is a budget (Interview, May 2019).

Furthermore, the researcher found that training and development is given priority in the government of Tanzania at all levels. The reasons behind is that, Training enable performance improvement of the staff and service delivery. Hence, conducting TNAs enables organization to implement training programme effectively as it helps to identify staff with poor knowledge, skills and attitudes. It is the government policy that training and development must be a core activity that has to be given reasonable weights. Additionally, the concept of staff training and development has also been stipulated in section 4, (3) (a) of The Public Service Act, 2002, (Number 8), which states that:

The Chief Secretary shall as the head of the Public Service provide leadership, direction and image to the Service and shall: ensure that public servants in the service are trained, motivated efficient and effectively performing and the Service is free of corruption and other unethical tendencies.

The staff and training component is articulated clearly in The Standing Orders for the Public Service (2009), Section G.1 (1, 4) and G.2, that states the following:

It is the Government policy that Tanzania should be self-sufficient in trained and skilled human resources to manage its economy, and that systematic approach should be employed by public institutions to build human capital capable of delivering services to the expectation of the citizens. Thus, the President's Office, Public Service

Management shall be responsible for developing training policy for the public service and issuing training directives from time to time.

Similarly, The Regulation 103 sub regulation 1-4 provides that:

Every Employer shall be responsible for training and development of his and the Public Service Department has been assigned to support the process as may be directed time to time by the Government.

This responsibility involves all public and local government authorities including MMC. On other hand the Paper about policy on Local Government Reform, equally, insists about training and employee capacity building initiative that are important for the successful implementation of the reform at the local levels. Also, it was stipulated that providing training to the staff helps to improve and strengthen ability of Local Government Authorities (LGAs) to become more effective and efficient in provision of services.

The staff training and development is the pivotal tool in sharpening staff knowledge, skills and attitudes necessary for creating competitive edge in the government. The MMC as the government institution as well considers staff training and development with reasonable weights by demonstrating it in strategic plan and Training policy. However, the practice of conducting TNA before employees are going to Training still is a hard practice in MMC. The finding showed that many employees going to Training while they are not in Training calendar and plans of employer simply because they are able to sponsor themselves. Some of respondents expressed that it happen employees go for training without TNA.

The issue here is not TNA or employer plans the issue is financial, I mean scholarship or any way which will enable you to go for study. I used to sponsor myself and no TNA were done at that time (Interview, May 18, 2019).

When the researcher asked the respondents awareness on TNA (if the organization conducts TNA) before training, 45% of respondents said NO while 45% of respondents said YES and 10% of respondent answered they don't know.

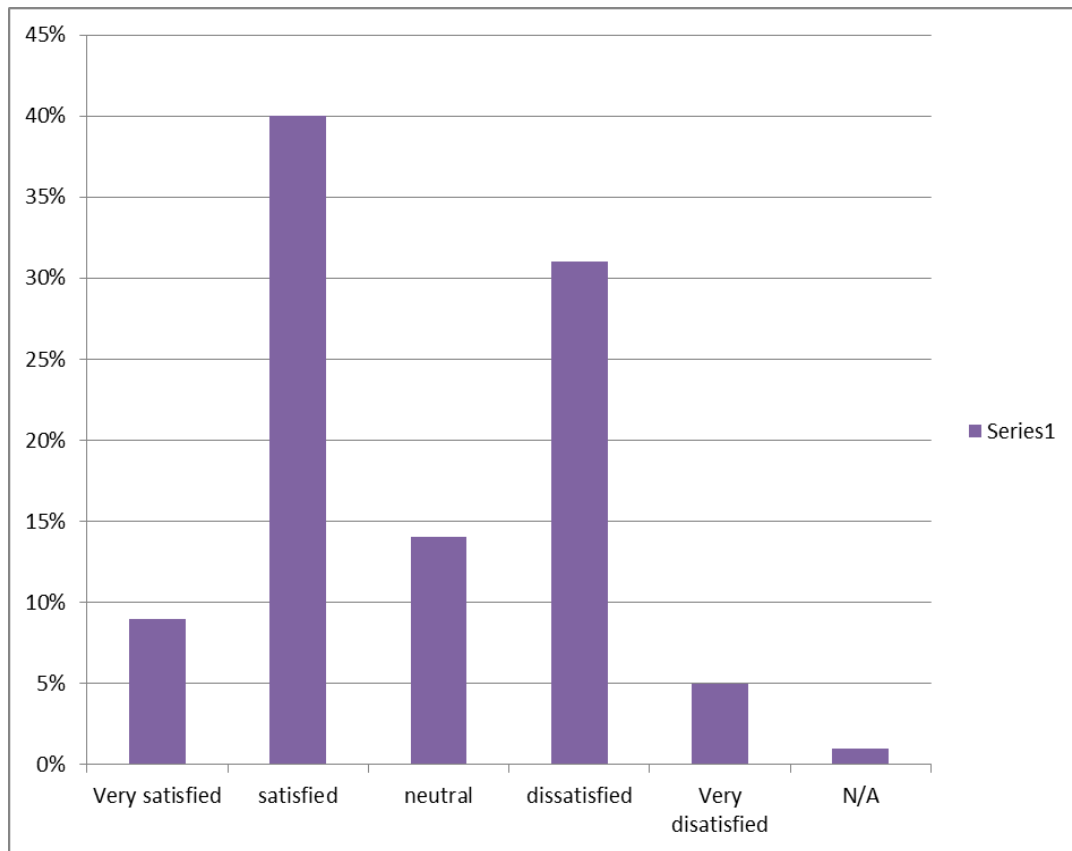
Table 4.2: Respondent’s Awareness on TNAs

TNA before Training	Frequencies	Percentages %
YES	9	45
NO	9	45
DON'T KNOW	2	10
TOTAL	20	100

Source: Field data (2019)

The researcher also asked about satisfaction of employee in TNA practices. It found that the Satisfaction of respondents about TNA practices was different from one to another as shown; respondent’s who were satisfied’ (40%) which was having higher percentage compared to others who were ‘dissatisfied’ (31%), (14%) was having ‘neutral satisfaction’ about the TNA practice while (9%) said that they were ‘very satisfied’ and (5%) said that they were ‘very dissatisfied’. Hence on balance and overall, it showed to be a slightly higher percentage of satisfaction compared to dissatisfaction. The weakness of satisfaction on TNA practice confirms that the problem for employee to go for training without TNA exists.

Figure 4.1; Satisfaction of employees with training programs



Source: Researcher’s findings 2019

4.3 Methods and techniques applied by Moshi Municipal Council Mmanagement in conducting training needs assessment

This was the second objective of this which to examine methods and techniques applied by Moshi Municipal Council Management in conducting training needs assessment. Under this domain, the researcher was eager to know methods and techniques applied to conduct TNA. The result showed that the training evaluation plans do happen *periodically* in the form of *questionnaires, interviews* and *performance reports* by supervisors. All five head of departments during interview expressed that through performance reports they are able to identify knowledge gap.

This can be done through questionnaires and quarterly reports on the plan, prepared by the Head of Department with collaboration of Human Resource department (Interview, May 20, 2019)

It further found that some of HoDs did not know which methods were used to identify the need for training as expressed in the following quotation.

I don't know whether we actually follow any technique, all I know is that we base on training needs, if training is needed we conduct it. So, specifying the needs is decided based on supervisors who make judgments and proposals and the final decisions are made by the senior management committees (Interview, May 22, 2019).

Furthermore, one respondent explained that there is no systematic technique with Moshi Municipal council, and this may lead to the use of *traditional techniques*:

Certainly we do not follow any technique if we did it has to be written in the training policy. Unfortunately we do not have such training. But maybe that explains the confusions often faced when deciding on the training needs (Interview May 18, 2019)

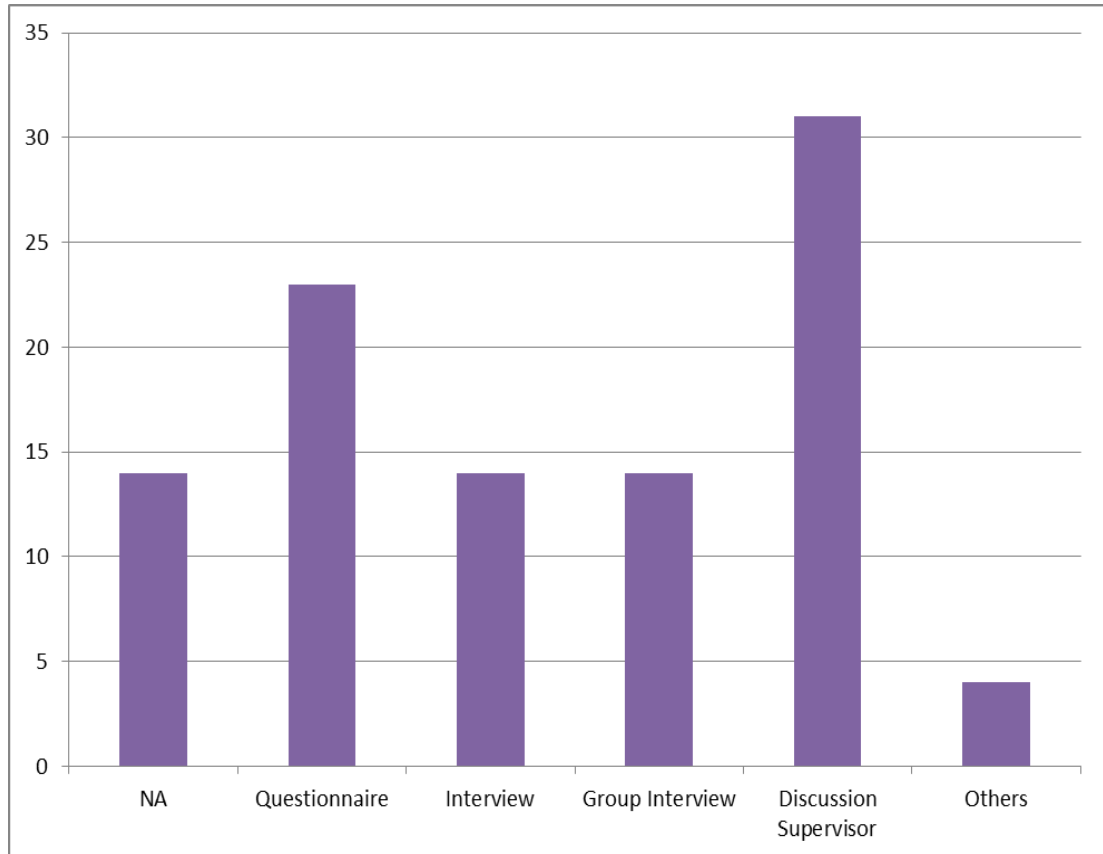
It was also highlighted that the traditional methods lack the critical approach that means there is no criticisms and *critical appraisal* is provided in order to improve further, as noted by two participants (HoD): “*Ordinary routine methods, perhaps without much of a critical approach*”.

It was found that the evaluation method used was *outdated or old*; two respondents said that the evaluation methods used are quite old and are not in standards, they also explained that there is a need of conducting job analysis and evaluation.

I would say that the traditional ways of evaluation that is questionnaires or interviews are old, we need to start using group discussions, between management and employees, this methods are best although not frequently used In Local Government authorities. We should not focus only on OPRAS we should go further in finding way of measuring organization performance (Interview, May 202019)

According to participants, the methods of identifying training needs assessment was through conducting discussion with the supervisor (31%) followed by questionnaires (23%); interviews (14%) and group interview with supervisor (14%).and 14% stated, no answer while (4%) said other methods.

Figure 4.2; Methods and techniques applied by Moshi Municipal Council Management in conducting training needs assessment.



Source: Researcher’s findings 2019

Also, the researcher found that, there were several methods which were used to choose employees for training; the most method used to get employees for training is one which is decided by “head of department” (70%) and the second appeared to be used by “the head of human resource department” (22%); “by reward” (1%) and finally “performance report” (1%). However, (6%) did not provide an answer since they said they don’t know.

4.4 ;Challenges in identifying Training Nneeds Assessment at Moshi Municipal Council

Identifying challenges facing Moshi Municipal Council in conducting training needs assessment was the third objective in which the researcher was eager to know difficulties involved in practice TNA.

By using answers provided by participants concerning the difficulties in evaluating training needs assessment showed that the common problem is *a shortage of funds* as explained by five participants who are heads of departments during interview. It was highlighted that the Municipal council always faces inadequate fund in conducting TNA.

The most challenge is inadequate fund for conducting TNA. We always face budget constraints which hinder us in conducting job analysis and evaluation which in one way or another helps to identify knowledge gap. We end up looking OPRASS as the only tools which also facing many problems (Interview, May 2019).

It was also found that some supervisors do not have enough experience in identify training needs: This challenge was identified by Human resource officer who expressed that *“Lack of experience cause the managers as well as the employees to fail to identify the need for training courses”*

Three respondents who are HoDs explained most difficult the employees face is *lack of the awareness* on the important of training in performance of their jobs: *“Some employees are not willing to*

Participate, in training matters due to the limited number of training programmes”

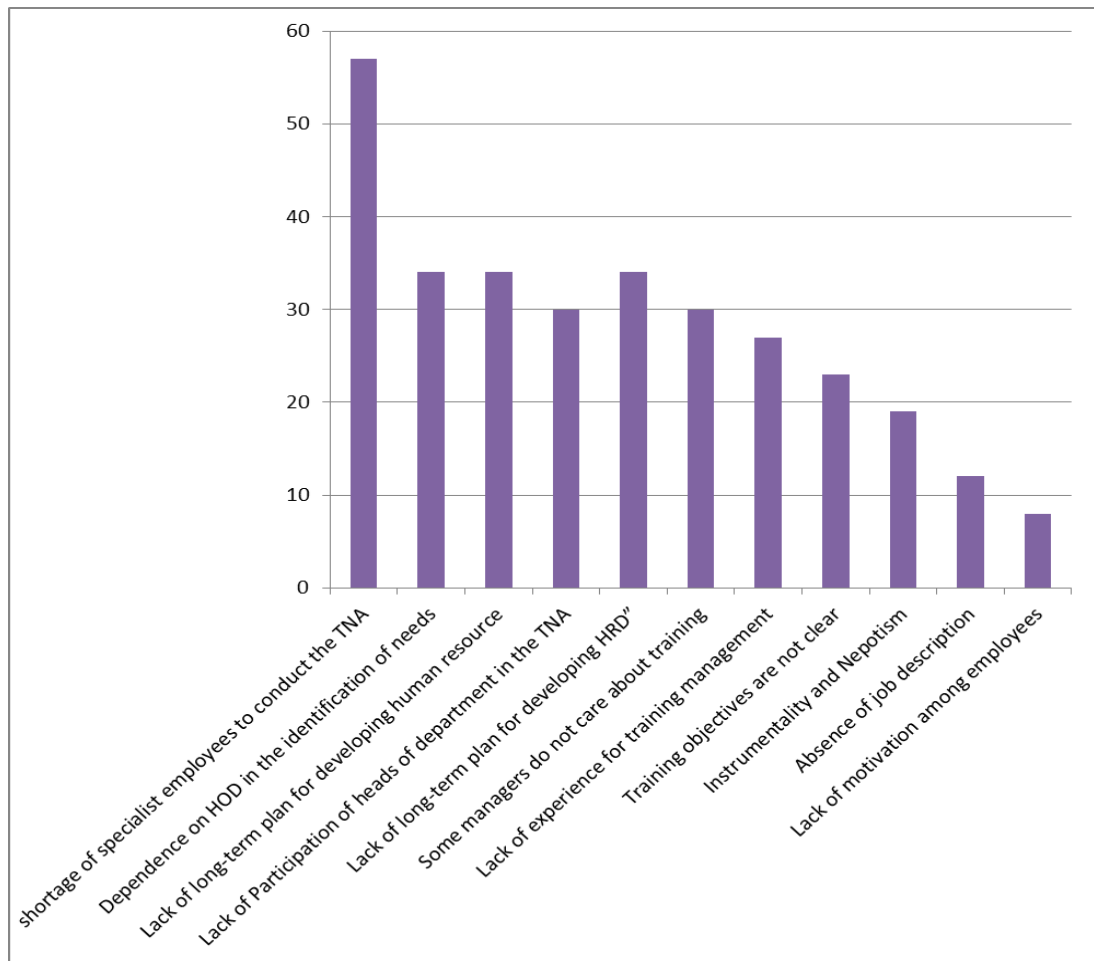
Also it was highlighted that some employees are *not serious about OPRASS* which in one way or another help to identify performance gap (two participants). Hence, the management within an organization must pay attention in increasing employees’ awareness and improve their participation: One head of department demonstrated that;

“Employees sometimes do not care about OPRASS, and that is a major difficulty, which is used here as the tools of identify needs and recommend for training. I think it’s a time now for Local Government Institution to find other mechanism of measuring individual performance.(Interview, May 2019).

When they were required to explain the challenge facing Moshi Municipal, in training, participants explained that, (see Figure 4.3) ‘shortage of specialist staff to conduct the TNA’ (57%); ‘Depending on HoDs in the identification of employees needs’ (34%); ‘Lack of long-term plan for developing human resource’ (34%); are considered as greatest challenge; this was followed by ‘Lack of Participation of

heads of department in the TNA” (30%); “Lack of long-term plan for developing HRD” (34%); “Some managers do not care about training” (30%); “Lack of experience for training management” (27%); “Training objectives are not clear” (23%); “Instrumentality and Nepotism” (19%); other difficulties acquired lower percentage among participants, because it showed that they were not considered as great challenge such as “Absence of job description” (12%) and “Lack of motivation among employees”(8%).

Figure 4.3: Challenges facing TNA practices at MMC



Source: Researcher’s findings 2019

4.5 Suggestions on improving Practices of Training Needs Assessment.

Finally, respondents were asked to provide suggestions in improving the methods used for training needs identification. By doing so it was highlighted that there is a need for a *separate training section*.

If we really want to make training a tool to improve skills, knowledge, experience and attitudes, it is better if the organisation establishes a special section dealing with training (Interview, May 2019).

Two participants expressed that *educating employees* about the importance of needs identification is very important for improving Training practices.

I think the most important suggestion is provision of awareness about the importance of TNA before employees going for promotion. This will also help to reduce contradiction during promotion as training will align with public schemes of services (Interview, May 2019).

Furthermore it was highlighted, those employees who are responsible for training need assessment *has to be educated* and trained on best way about determining the training needs, specifically there was a suggestions of using scientific methods for *training needs assessment*. This was expressed by one of HoDs.

Sometimes we do face challenges among HoDs who are not aware about TNA, how it can be done and end up of identifying employees for Training without observe merits. They should be trained on how to conduct TNA (Interview. May 2019).

It was further suggested for the Municipal to stress much on *employees' input* into training; employees are required to participate in the whole process of training needs assessment that is from the beginning up to the end as demonstrated by one participant who said that: *“Participation of employees in identifying needs for training is very important in improving the practice of conducting TNA”*

More suggestion was made about the training *policy* that, it needs to be enacted or adopted. The need for specific training policy in the Municipal was expressed from human resource department.

I think the starting point should introducing training and development policy. The Management also should allocate budget for conducting TNA. If these two things are considered we will be in better position to improve the efficiency and effectiveness of training function (Interview, May, 2019).

Many proposals were selected by the participants to improve the training needs of the Municipal, the most common was the “Awareness of the importance of methods of TNA” (37%); followed by the proposal “To encourage employees to express their needs” (29%); “Adopted policy of training ” (28%); “Training of supervisors and to use various methods of TNA” (16%); the “Interest in the study of technical reports“ (9%); to “Analysis of Functional Performance Reports”(7%); “Issuance of job description for employees” (4.5%); to “Determine the precise criteria for the performance”(2%) and finally to “Clarify the roles of each in the identification of needs” (4%). 7% provided no answers.

CHAPTER FIVE

DISCUSSION OF RESEARCH FINDINGS

5.1 Introduction

The objectives of the study were to determine the extent to which training needs assessment practices are done at Moshi Municipal Council, to examine methods and techniques applied by Moshi Municipal Council management in conducting training needs assessment, to identify challenges facing Moshi Municipal Council in conducting training needs assessment and to recommend strategies for better and effective training needs assessment in the Moshi Municipal Council. This is the chapter in which interpretation of the findings obtained are provided. The chapter illustrate as to why the findings are relevant to the research, it also relate the findings to other researches carried out in other areas.

5.2 The Extent to which Training Needs Assessment Practices are done at Moshi Municipal Council

The findings with this respect to this item explained in the sub title revealed that at MMC the practice of TNAs was fairly practiced as half of respondents satisfied on the way TNA was done as it was indicated from the respondents, documentary and interview reviews. This is because, the findings from documentary review and interviews showed that the MMC honored the staff training and development issue however the TNA practice face some challenges whereby many employees go for training before need identification simply because they are capable of sponsoring themselves. This finding is aligned with Mwakibasi (2013) who found that TNA in the ELCT- Konde Diocese, does not align with the model which portray a problems between the skills, knowledge and employees attitudes, and what exactly is needed by job or demand of the goal of the organisation rather all trainings in Konde Diocese are mainly either initiated by individuals who desire to attend trainings in various areas or determined and desired by the diocesan top management.

The performance evaluation and identification of knowledge gap for the staff in Municipal Council indicated the efforts towards staff training and development

initiative. This implies that the practice of TNAs in Moshi Municipal council is fairly done. The finding agreed with study conducted by Shiban (2016) who suggest that TNA in LICs is usually an annual event. The main cause of conducting TNA is derived from operational performance requirements.

Likewise, the MMC had the SP, 2018/19-2020/21 which incorporated strategic council issues whereby training and development of staff was a priority. For effective undertaking of the activities in the SP it was found that the budget for training and development of staff was at few percentages. This means that the MMC is required to plan for the budget that would cover the costs of carrying out staff training and also for undertaking TNAs. These are useful functions in the Council which need to have specific budgets as cannot be done randomly. Besides, providing budgets for staff training and TNAs is important in preparation of an effective and comprehensive training programme. These findings concurred and agreed with Kafwenji (2015) who argued that despite the Strategic Plan of Morogoro Municipal expressed the Training and Development for teachers as priority function the implementation of that was constrained by budget issues and there was no specific budget for conducting TNA.

Equally, the findings through the secondary data sources as indicated by the Standing Orders for the Public Service, 2009, Public Service Act, 2002 and The Public Service Regulations, 2003 as the instruments of the Government of Tanzania values aspect of training and development of staffs. The above findings have shown necessary conditions for staff training and development with TNAs as they had been revealed from respondents, secondary and interviews by the Government of Tanzania as well as the MMC.

Thus, MMC need to invest more on human capital as proposed by human capital theory used in this study that employee training and development decisions and evaluations has to be done based on clearly developed capital investment models.

5.3. Methods and techniques applied by Moshi Municipal Council management in conducting Training Needs Assessment

The findings with this respect explained in the sub title revealed that at MMC the methods used are OPRAS, quarterly report, questionnaire, interview and evaluation of training plans do happen *periodically* in the form of *questionnaires, interviews to employees* and by looking *quarterly reports* by supervisors. However it was highlighted by the researcher that such methods lack the critical approach in which there is no criticisms and *critical appraisal* provided in order to improve further.

It was found that the evaluation methods used was *outdated or old*; the findings implied that the evaluation methods used were quite old and it is not in standards. This means that there is a need of conducting job analysis and evaluation. The practices should focus on three areas that are individual analysis, Task analysis and organizational analysis. Training needs by its nature as advocated by scholars is a shortfall between the knowledge, skills and attitudes of employees; *vis-à-vis* what required is by the job or demand of the organizational goal. Also, the training needs are discrepancies between identified shortfall in knowledge attitudes and skills (Itika, 2011).

Most of respondents explained that the Municipal used questionnaires, interviews, OPRAS and documentary report, which shows that employees were directly in contact with their HoDs to know their real needs. These methods commonly give a clear indicator that the identification of training needs depends on opinions of heads of departments. For example, in interviews with the HoDs showed that they are deciding whether an employee needs training or not. Also the questionnaires completed by the employees allow HoDs to make a decision about the needs of their staffs. Also, the performance appraisal report like OPRAS concludes with the personal opinion of the manager and supervisor for the activity, behavior and the ability of the employee and their recommendations.

Reliance of the methods used may lead to nepotism and corruption as explained by some respondents. The finding concurred with Shibani (2016) who argued that reliance of the views of managers and supervisors in training needs identification is very interesting for many reasons which include; the managers do not understanding the need of their subordinates because they lack expertise in requirements analysis, usually, some supervisors and managers choose certain employees for training just because they are their friends or relatives, especially when the training programme is abroad. Sometimes they do not choose the working hard employees and high performer for training to ensure the continuity of work.

Finding also agreed with the study conducted by Habi (2013) on effectiveness of training programme in public Organization at Morogoro Municipal which revealed that to some extent the identification of training needs was administered, but also it has been evidenced that the selection of employees in some cases didn't prove to have elements of fairness and transparency as such there were a lot of complaints from employees insisting that the process of selecting employees for training was dominated with evil acts including presence of elements of corruption and favoritism.

The findings implied that the Moshi Municipal needs to make training analysis with appropriate techniques; which are geared to give answer to questions such as: what is the nature of problem that can lead to training? How training needs was identified in the past and what results on the future? How is the budget for conducting training? And what are the perceptions of employees in the organization? Who is around for helping in conducting training needs assessment? and what is the timeframes for training?

5.4. Difficulties in identifying Training Needs

In general terms, difficulties describe the challenges faced in the process of implementing the training needs identification. This section explains the major challenges faced by the MMC in the implementation of effective TNA process. it

aims to provide an answer for the third research question, which identify what challenges Moshi Municipal face in conducting TNA.

The challenges including, inadequate fund, The lack of specialist employees to conduct TNA, Depending on HoDs in the training need identification, also the challenge of lack of long-term plan for training and development of human resource; that is followed by “Lack of Participation of HoDs in the Training Needs Assessment process, Nepotism and instrumentality, the other difficulties acquired lower percentages among participants, which shows that they are not participated in great challenge like “Absence of job description” and “ Lack of employee motivation in among of them.

The answers provided by participants concerning the difficulties in assessing training needs obvious was in the common theme which is *a lack of fund*. It was highlighted that the Municipal always face in adequate fund in conducting TNA. Despite the effort of MMC to make Training and development for staff as priority there is no specific allocation of funds for conducting TNA. This finding is align with Habi (2013) who found that Morogoro Municipality faced various challenges in the implementation of the training programme including; small budget for training, lack of clear organisation policy, lack of management support, unwillingness of some employees to be trained and finally there was small efforts made in identifying training needs.

The findings also lend support to Dominic et al, (2010), who examined effectiveness of the training and development function carried out at the President's Office, Public Service Management (PO-PSM) in Tanzania. It was discovered that although there was a well-designed training programme, but it its effectiveness was hampered by inadequate and poor allocation of training funds, unclear criteria used in selection of trainees', inability in determinining the type of training needed by trainee's and lastly no there was no training and development evaluation done .

The findings also implied that, lack of professional employees for conducting TNA may cause the failure in training activities, also the findings result show that there is limited awareness of the process of TNA, as the result there are no specific or systematic practices or procedures on determining training needs in the MMC.

From the findings there is a need for MMC to understand that Training Needs Assessment is a necessary stage of training cycle, so when conducting it should be based on a systematic needs analysis. The researcher also explained the importance of adopting scientific methods of TNA like the three level analysis which have been discussed previously. Also, there should be an assessment of functional performance reports and study of technical reports. On the other hand, in order to overcome TNA issues, there must be a job description for staffs to determine what qualification they must have.

5.5. Suggestions in improving Training Needs Assessment practices

The participants were also asked to provide some suggestions in improving the practice of conducting TNA. By doing that, it was highlighted that there is a requirement for having *separate training department*; there is a need of improving evaluation of training courses, provision of *education to employees* about the importance of training, the use of more *scientific approaches* in training needs, and offering *suitable courses to the required employees*. Importantly it was highlighted that those who are responsible for training needs *must be educated* and trained about best ways in determining the training needs, specifically there was a reference of using scientific methods of *training needs analysis*.

The suggestions provided implied that Training and development must be considered as a necessary investment rather than a cost, and should be a continuous process that is to be supported and not opposed to stand-alone. In this regard, Shibani (2016) emphasized that training should be taken as supporting in the business strategy. Hence, managers, supervisors and employees should be aware on the importance of TNA process, in designing training to meet organizational needs, Also the managers and supervisors should create a culture that encourages training activities.

Suggestions also implied that, in selecting training there is the need to establish training committee which will be responsible for ensuring more attention is given to the TNA, and also to design training that is cost and time effective. The committee should be under human resources department for better results. Furthermore, researcher believe that it is important for Moshi Municipal to have a separate section or even department responsible for training only ,this is due to the size of Municipal and the number of employees.

Again the findings suggestion implied that the training activities should be linked with the municipal strategic plans and policies; training should be having specific budget and a clear and continuous plan. The TNA should not only focus on individual needs rather both tasks, individual and organizational needs. This go together with study conducted by Sherazi et al (2011) which revealed that the organizations in Pakistan focus only on conducting the individual TNA before starting training programmes. The result highlighted that lack of comprehensive TNA approaches provide less results and does not meet objectivity criteria of training programmes because comprehensive TNA starts from organizational level and operational level, department level and then to individual level.

The findings highlighted the need of well-qualified, skilled and specialist employees to have knowledge about the methods used in training needs identification and have the ability in conducting effective TNA practices. The findings agreed with Rodič et al (2012) who revealed that in TNA, the difference between the current practice and the recognized as good practices is mostly a consequence of shortage "training on training", i.e. that most managers are not aware about the principles of systematic training. It further demonstrated that, the highest obstacle in the introduction of systematic training in the management, is the lack of enough rehabilitation and lack of experience of the people who are responsible for training and development.

The findings also implied that there should be an encouraged to the employees to attend training by linking training to their promotions, performance appraisal and

incentive rewards. All these functions of management should be linked together to make employee see the need for performance evaluation, training, rewards and promotions.

CHAPTER SIX
SUMMARY, CONCLUSION, RECOMMENDATIONS AND POLICY
IMPLICATIONS.

6.0 Introduction

This chapter presents a summary of the study, conclusion, recommendations, policy implication, limitation and areas for further research which were identified during the study.

6.1 Study summary

The study aimed on studying the evaluation of Training Needs Assessment practices at Moshi Municipal Council. Specifically the study looked within the four specific objectives which were; to determine the extent to which training needs assessment are practiced in Moshi Municipal Council, to identify challenges facing Moshi Municipal Council in conducting training needs assessment, to examine methods and techniques applied by Moshi Municipal Council in conducting training needs assessment and to recommend strategies for better and effective training in the Moshi Municipal Council.

The Moshi Municipal Council used as a case study. The research design used in this study was cross sectional design, because the data was collected at one point in time (that is Moshi Municipal Council). The targeted population comprised staff from different department which were Administration and Human Resource Management, Land and Urban Planning, Finance and trade, Community Development, Social Welfare and youth, Agriculture, Irrigation, and Cooperatives, Livestock and fishing, Health, Education Primary, Education Secondary, Planning, Statistics and Coordination, water, work, Legal unit, Internal Audit unit; procurement unit; Election unit and lastly Information, communication Technology and Public Relations unit.

The selected samples size of this study was 20 respondents which included the head of Human Resource department on behalf of the Municipal Director, heads of

departments and units and ordinary employees from different departments. Purposive sampling was used whereby the researcher choose participant who have relevance information like HoDs. Simple random sampling technique was employed to select a sample from different departments and units.

Both primary and secondary methods of collecting data were used. Both qualitative and quantitative data were collected. The quantitative data collected were analyzed using various statistical means including: Frequencies, percentages distribution, table and figure. A thematic analysis was then employed to analyze the data from the interviews (qualitative data).

The first objective of this study was to determine the extent to which training needs assessment are done at Moshi Municipal Council. It was found that the MMC's Strategic Plan (SP) 2017/18-2019/20 spelt out the employee training and development needs during the plan period. However the implementation is constrained by inadequate fund. It spelt out clearly that training of staff is one of the activities that the Council gives reasonable weights. Further, it indicates that in order for staff training process to be undertaken properly TNAs should be taken into consideration. It also found that some employees go for training before TNA simply because they are able to sponsor themselves.

The second objective of this study was to examine methods and techniques applied by Moshi Municipal Council management in conducting training needs assessment. It was found that the training assessment that do happen come over *periodically* in the form of *questionnaires*, *interviews* and *performance reports* by supervisors. All five head of departments during interview expressed that through performance reports they are able to identify knowledge gap.

The third objective was to identify major challenges faced by the MMC in implementing an effective TNA process. The challenges included inadequate fund,

lack of specialist employees to conduct the TNA and Lack of long-term plan for developing employees.

Finally, the study recommend some strategies which could be used to improve the practice of conducting TNA. The need to have specific training section was recommended and to train officers who are responsible for conducting TNA should be considered.

6.2 Conclusion

Generally, the research attained its general objective of evaluating the Training Needs Assessment practices at MMC. It was revealed that MMC conduct and practice TNA as it demonstrated in the Strategic Plan. It also obeys and follows laws and regulation of country responsible for Training and Development like Standing Order of Public, Training Policy for Public Services 2013 and Public Service Act, 2002. However, the practice of TNA is not in large extent due to financial constraints and lack of specific Training policy. The finding also showed that MMC relied much on performance appraisal as the methods of identifying knowledge gap. To some extent Municipal Council used questionnaire, interview and discussion to identify training needs.

It is concluded that the MMC has to ensure that the existing conditions for TNAs are enhanced. It is the obligation of the MMC to implement staff training and TNAs systematically which will lead to more comprehensive training programmes to be prepared. The position of staff and development and subsequently the TNAs in the SP have to be improved in order to reflect the actual situation. Thus, allocating budgets specifically for staff training and conducting TNAs have to be shown clearly in the SP.

6.3 Recommendations

It clearly emerged from this study that there are low practice of TNA in MMC. The findings of this study confirm that MMC lack specific Training Policy and section responsible for Training and development of human capital.

From the findings the researcher recommends the following.

- i. Moshi Municipal Council management should establish or adopt specific Training policy for the Municipal. Also, the position of staff and development and subsequently the TNAs in the SP have to be improved in order to reflect the actual situation. Thus, allocating budgets specifically for staff training and conducting TNAs have to be shown clearly in the SP and MTEF.
- ii. TNA should be based on objective systematic techniques. Therefore, analysis of training needs should include organizational, operational and individual levels, rather than deriving from the opinions of head of department, human resource department and employees.
- iii. A combined use of observations, questionnaires, and interviews with an annual report of performance appraisal when conducting TNA should be used together with other methods and techniques like job analysis, evaluation and redefine of job description. This is important for identifying training needs because job descriptions typically outline the necessary skills, training and education for an employee to perform his work.
- iv. Top management (HoDs) should actively and significantly participate in the TNA process. In particular, their involvement in organizational analysis can help clarify Municipal objectives and future vision with regard to economic, political, social, and other factors that may affect Local Government Authorities in service delivery.
- v. It is advisable to engage consultancy services when conducting a TNA. This may help for adopting external approaches and methods of TNA and to train the human resource officers and HoDs in areas where they lack expertise.

6.4 Policy Implications

The findings imply that although the Government of Tanzania recognizes that Training and Development are important for the improvement of capacity of employees in service delivery and sustainable development still there is poor practice of TNA in LGAs. Despite the fact that, TNA is very important step in conducting systematic training, the finding imply that this is not yet to happen as the gap between what is supposed to be done and what is done is very huge in MMC.

The findings also imply that although the country has laws and regulations which insist the need for training and development in public organizations like Standing Orders of 2009, Public Service Act, 2002 and Public Training Policy of 2013 but the practice in LGAs has not been notably more successful in conducting TNA. This implies that there is a need to have specific training policy in each organization to support the intentions of Government. The findings on other hand imply that there is a need of review of policies so as to have new mechanism of implementing those policies. Regulations may appear fair but there are salient features that need deeper considerations when dealing with systematic Training of employees especially in LGAs.

6.5 Limitations of the study and Areas for further Research

This study suffers from some limitations which paved ways for further researcher to conduct research. The study adopted a case study design. It was conducted in one Municipal Council out of many in the public organizations. This s means that information was gathered from a single organization that cannot be generalized to all Local Government Authorities in Tanzania. It appeared to the researcher that it is worthwhile for other researchers to use other designs as survey study design to conduct research that will cover large areas and use many respondents for the generalization of the findings.

Furthermore, research might enhance generalisability by using large sample population. For example, research could confirm or vary the results suggested here

by carrying out in-depth interviews with a larger pool of respondents in Tanzania. The researcher is of the opinion that problems prevail in existing practices and applications of performance management systems need other study. The future researcher may evaluate the effectiveness of the performance appraisal tool on identifying TNA.

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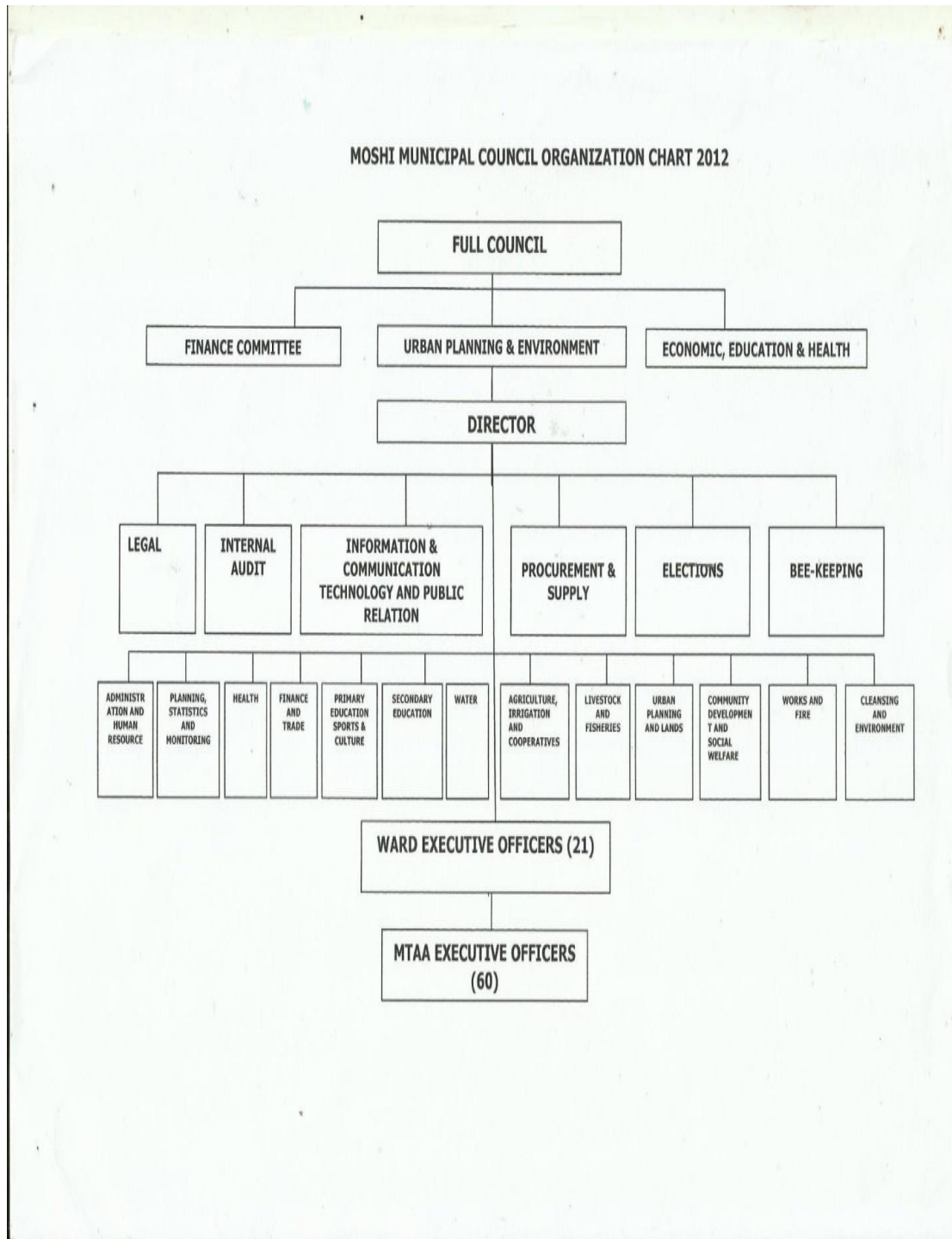
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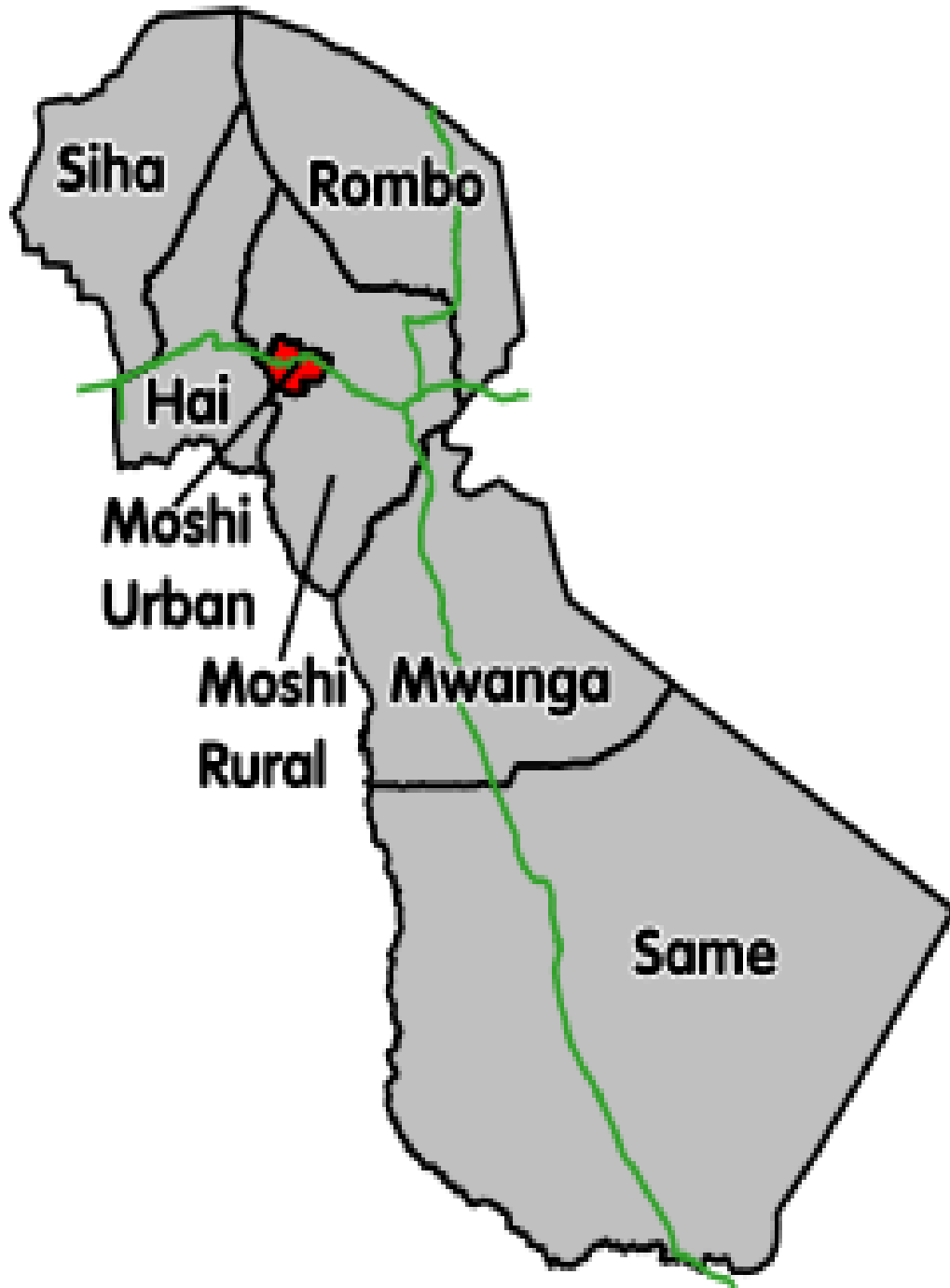
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APPENDICES

Appendix I; Organisation Chart of Moshi Municipal Council



Appendix II; Moshi Municipal Council Location



Appendix III; Introduction Letter



**MZUMBE UNIVERSITY
(CHUO KIKUU MZUMBE)**

OFFICE OF THE DEPUTY VICE CHANCELLOR (ACADEMICS)

E-Mail: vc@mzumbe.ac.tz
Tel: +255 023 2931212
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P.O. Box 1
Mzumbe
TANZANIA

Ref. No. MU/DPGS/INT/38/Vol. IV

Date: 9th May, 2019

TO WHOM IT MAY CONCERN

RE: INTRODUCTION OF MS. GRACE NYASORO SYLIVESTER

The bearer of this letter Ms. Grace Nyasoro Sylvester whose registration number is 14411649/T.17 is a postgraduate student at our University (Mzumbe University) pursuing **Masters of Science in Human Resource Management (MHRM)**. As part of requirements for completion of her studies, she is collecting information on: **AN EVALUATION OF TRAINING NEEDS ASSESSMENT PRACTICES IN LOCAL GOVERNMENT AUTHORITIES.**

This letter serves to achieve three purposes. Firstly, to introduce her to you, secondly, to request you to grant her permission to undertake the mentioned research at your organization, and thirdly to request you to facilitate any form of assistance she might need in order to successfully pursue this noble exercise at your organization. We can assure you that this activity is entirely for academic and will never be used for any other purposes.

We trust that you will accord our student with necessary assistance.

Sincerely yours,

Dr. Haruni Mapesa (PhD)
For: **DEPUTY VICE CHANCELLOR (ACADEMICS)**

QUOTATION OF REF. NO IS ESSENTIAL

Appendix IV: Research Permission Letter

MOSHI MUNICIPAL COUNCIL

(All correspondence be addressed to the Municipal Director)

MUNICIPAL DIRECTOR: +255-027-2752344
ALL OFFICE: +255-027-2754371/4
FAX: +255-027-2752906
E-MAIL: rd@mshimwaa.go.tz
WEB SITE: www.mshimwaa.go.tz
TELEGRAM/PIK: ADDRESS: MANISPAA



MUNICIPAL HALL,
P.O. BOX 118,
MOSHI.

Ref. No. MMC/A.40/13/1/VOL.IV/19

11th May, 2019

Deputy Vice Chancellor (Academics),
Mzumbe University,
P.O. Box 1,
MOROGORO.

RE: INTRODUCTION OF MS. GRACE N. SYLVESTER

Please refer to your letter dated on 09th May, 2019 regarding to the heading above.

With this letter, permission has been granted to **Grace N. Sylvester** Postgraduate student of Mzumbe University pursuing **Master of Science in Human Resource Management (MHRM)** to conduct research about "*An Evaluation of Training Needs Assessment Practices in Local Government Authorities*" at Moshi Municipal.

Best regards.

Samwel W. Msumary

For: **MUNICIPAL DIRECTOR**
MOSHI

Kay Mkingenzi wa Manispa
Moshi

C.C: Head Department,
Administration and Human Resources,
MOSHI MUNICIPAL

- **Please assist**

C.C: **Grace N. Sylvester,**
Mzumbe University,
P.O. Box 1,
MOROGORO

Appendix V: A; Questionnaire for the Staff of Moshi Municipal Council

I am Grace Nyasoro Sylivester, a candidate at Mzumbe University (MU) pursuing the degree of Master of Science in Human Resource Management (MSc-HRM) for the academic year 2017/2018. The purpose of this tool is to get a good understanding of the evaluation of training needs assessment practices at Moshi Municipal Council. The result of this questionnaire will help to suggest ways of proper evaluation of training needs assessment in Moshi Municipal Council.

Your own experience is an important input to identify such evaluations. Most questions focused on how training needs assessment is evaluated in MMC. Therefore your good and truthful answers to the questions are needed to secure proper information.

The completed questionnaires are treated as confidential and will be used for academic purposes only.

1. Gender

(a) Male

(b) Female []

2. Department or section.....

3. Education level:

a). Primary school.

b). Secondary School

c). Advanced Secondary school

d). Certificate

e). Diploma

f). Bachelor

g). Postgraduate diploma []

h). Master's degree

i). PhD

j). Other (please specify)

4. Your current position

5. Working experience:

a). 1 to 5 years

b). 6 to 10 years

c). 11 to 15 years

d). 16 to 20 years

e). 21 years and above []

6. What is your career?

a). Administrative staff []

b). Technical staff

c). Supporting staff

d). Others (please specify)

7. When did your employment start in this council?

.....
.....

8. Are you aware about training needs assessment? If yes explain how.....

.....
.....

9. Does your organization conduct training needs assessment before training? If yes mention methods used in conducting it

.....
.....

10. To what extent does your organization conduct training needs assessment?

.....
.....

10. Do you think there are any challenges when conducting training needs assessment? If the answer is yes mention them.

.....

11. Select which among the following is the priority in your organisation?

Priority	1.Not a priority	2.Low priority	3. Somewhat priority	4.Neutral	5.Moderate priority	6.High priority	7.Essential priority	8. Don't know
a.TN Analysis								
b.HRD								
c.Evaluation								
d.Assessment								

12. Is training need assessment important in your organisation? How?

.....

13. Does the HR Department evaluate training need assessment? Explain

.....

14. What challenges do you face so as to know that you need more training?

.....

15. Does TNA help administration and workers in improving organizational performance?

Agreement	1. Strongly Disagree	2. Disagree	3. Somewhat disagree	4. Neutral	5. Somewhat Agree	6. Agree	7. Strongly Agree	8. Don't know
a. TNA helps workers in identifying their knowledge gap								
b. It help administration in training budget								
c. it helps administration to skills needed to their employees								
d. It helps to remove the employee's obsolescence?								
e. It helps to improve the employee career Development?								

16. what is your suggestions on improving practices of Training Needs Assessment?.....

.....

.....

.....

.....

Appendix VI: Structured Interview Guide for Municipal Director and Heads of Department

1. What is your understanding of Training Needs Assessment practices in your Council?
2. What is the current position of Training Needs Assessment Practices in your Council?
3. What are the methods involved in identifying the Training Needs Assessment in the Council?
4. What type of measures has been taken by your organizational management to ensure that effective training needs assessment practices takes place in the organisation?
5. What criteria are applied for selecting employee(s) to attend training programmes?
6. Do you have a training policy in your Council?
7. Is the training policy of your organization aligned to the Vision and Mission of Moshi Municipal Council?
8. What kind of measures has been taken by your organizational management to guarantee that efficient training needs assessment practices takes place in the Council?
9. How are training needs assessment practices evaluated in your Council?