

**A STUDY ON LOCAL GOVERNMENT AUTONOMY IN RECRUITMENT AND
SELECTION FUNCTIONS IN ILALA MUNICIPAL COUNCIL**

**A STUDY ON LOCAL GOVERNMENT AUTONOMY IN RECRUITMENT AND
SELECTION FUNCTIONS IN ILALA MUNICIPAL COUNCIL**

By

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**A Thesis Submitted to the School of Public Administration and Management in partial
Fulfillment of the Requirement for the award of Degree of Master of Public
Administration (MPA) of Mzumbe University**

2013

CERTIFICATION

I, Valerian and the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a thesis with the title “**a study on local government autonomy in recruitment and selection functions in Ilala Municipal Council**” in fulfillment for the award of the degree of Master of Public Administration of Mzumbe University.

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Chairperson, School Board

DEDICATION

This work is proudly dedicated to my family for their passionate in fulfilling their responsibilities and obligations as well as their support and encouragement towards success of my studies.

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DECLARATION

I, Valerian Herman, declare that this thesis is my own and original work and has not been presented and also will not be presented to any other university for a similar or other degree award.

Signature _____

Date _____

ACKNOWLEDGEMENTS

I would like to express my heartfelt credit and approval to all who contributed directly or indirectly to the success of this research work. Greatly they are individuals and institutions whose assistance, support and cooperation made this work to be in its form.

First and far most, I express my sincere appreciation to my family, for their passionate, material support as well as their encouragement towards my studies, my beloved sisters who were with me all the way, above all the Major Supervisor, Dr, M. C Milanzi, for his directives and teachings without getting tired along the way. Others are my classmate, the batch of Master of Public Administration for the academic year 2012/2013. Also Modesta B. Msuya for her challenge to me that everything is possible and can be achieved provided you are willing to do so.

Further thanks should go to the office of Executive Director of Ilala Municipal together with its entire constituency of Administration, Human Resource Office and that of Records keeping. For their great assistance and support during the time of data collection. Others include, Mr. Felix, Mr. Meshack Chaula, for his hold-up to me, next are; Mrs. O. Massawe, Mr. A. Mbandwa, Mr. E. Ng`umbi, and Mr Aziz Bundala they all happen to offer me a type of support toward my study`s achievement. On top of that, thanks be given to our almighty God who made us achieve all of this by his grace.

It is sometimes not easy to mention each and every one individually, for the kind and material support offered but in general I request them to admit my appreciation and may God bless them all.

ABSTRACT

Local Government Reform Programme of Tanzania centered on the basic assumption of decentralization of political, administrative and financial powers and functions in the structure of a unitary state. Administratively local authorities expected to have mandate and free to carry out responsibilities concerning provision of public services and social development along its area of influence authorized under legal framework (LGRP, 1998). This study investigate on the degree at which Ilala Municipal is independent in recruitment and selection functions as directed in administrative decentralization as well as to other legal provisions.

The study carries six chapters sequentially, from chapter one the introductory part of the study; there are, background of the problem, statement of the problem, objectives of the study, research hypotheses, research assumptions, significances, limitations, delimitations of the study, conceptual framework, and definition of the key terms and concept. Chapter two is on literature review, also there is theoretical/philosophical review, operationalization of concepts, literature review from earlier studies and the synthesis.

Chapter three talks about research methodology which provides information about, research design, research area, population of the study, sampling procedures and sample size, data collection methods and data analysis methods. Chapter four is about presentation and analysis of the findings. Chapter five is about discussion of research findings and chapter six is about conclusion and recommendation. Finally, the Bibliography and appendices.

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LIST OF ACRONYMS AND ABBREVIATIONS

CGEELA	Central Government Efforts to Empower Local Authorities.
CGIMP	Central Government Interference to Municipal Plans
CURP	Community Understanding on Reform Programme.
CURT	Constitution of United Republic of Tanzania
D by D	Decentralization by Devolution.
HCMIS	Human Capital Management Information System (Lawson)
HR	Human Resource
IMC	Ilala Municipal Council
LG	Local Government
LGAK	Local Government Authorities of Kenya
LGAs	Local Government Authorities
LGCs	Local government councils
LGRP	Local Government Reform Programme.
LGSCs	Local Government Service Commissions
MAHRO	Municipal (Ilala) Administrative and Human Resource Officer
MED	Municipal Executive Director
MEO	Mitaa Executive Officer
MPA	Master of Public Administration
MPIPRS	Municipal Plan and Implement its Priorities per Resources Settled
MRALG	Ministry of Regional Administration and Local Government.
MSRAP	Municipal Select Recruit and Appoint its Personnel
MU	Mzumbe University
O.C	Operating Costs.
PMO – RALG	Prime Minister’s Office Regional Administration and Local Government (TAMISEMI)
PPLGR	Policy Paper on Local Government Reform
PO-PSM	President’s Office Public Service Management.
PSRS	Public Service Recruitment Secretariat
SoPAM	School of Public Administration and Management
SPSS	Statistical Package for the Social Sciences
SRAP	Select recruit and Appoint its Personnel
TRA	Tanzania Revenue Authority
URT	United Republic of Tanzania.
WEO	Ward Executive Officer

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

It is an introductory part of Chapter One that carries nine sub-sections (1.0 - 1.9). Sub section one is about background of the problem, sub section two is on statement of the problem, followed by sub section three is about objective of the study, sub section four is about research questions, sub section five is about significance of the study, sub section six is on the limitation of the study, sub section seven talks about delimitation of the study, sub section eight is about conceptual frame work, and sub section nine is about definition of the key terms and concept used in this proposal.

1.1Background of the Problem

There is an existing dichotomy in recruitment and selection of Human Resource (personnel) in local authorities; it explains two distinct perceptions about recruitment and selection. There is macro human resource; it mainly concerned with observation of the general human resource system in a general manner and the other is the micro human resource; which examine individual traits.

Literature, recommends to organization and any other authorities on consideration of macro approach than that of micro perspective, in the sense that it is the system together with the agreed standard will yield to acceptable selection of personnel. Besides that concept, it is wise enough to combine the two approaches, for merit selection, so that a person (micro aspect) with logical decision making is selected and as well the stated system of selection (macro) taken into consideration for effective selection.

The issue of local government (LG) autonomy in relation to the development of localities has direct relation, adequate supervision to some of autonomous matters such as representative to National assembly, personnel and revenue administration

(Ikeanyibe, 2009) are the normal features that characterizes the level of autonomy existing in a local government. But some challenges threat local government developmental efforts, because of inadequate autonomy. Also another barrier includes; institutional frameworks happen to deny autonomous right to local governments' authorities in managing its own affairs.

Autonomy in any sub national manifests itself when community in that sub national territory democratically elects their sub national governing body. It becomes a legal entity that can sue and be sued as well as having control over resources (Katorobo, 2004) and administrative affairs, in so doing autonomous is derived from the transferred political and administrative power to sub national units of government straight from central government and community around. A government has not decentralized unless it permit for self-administration to sub-national elected government capable of taking decisions in administrative and in policy area. (Katorobo, 2004)

It consist expanding resources and responsibilities of existing sub-national governments. Since its mission is to plan, organize, coordinate, manage and control the actions involved in the development and delivery of public services which would respond to the needs and value of citizens (Zaharia, 2011) therefore, Local authorities, have legal ability to decide independently and under own responsibility, within the law, on the regional issues of the local community in which they operate. (Vedinaş, 2007 as quoted in Zaharia, 2011). This suggests that there is legal framework which allows local administration to address and manages public affairs, under the law through local councils and mayors, democratically elected in their jurisdiction on behalf of the interest of the local community in which they represent.

Local authority will have the mandate to hire qualified personnel to improve service delivery and pay them without any interference from central government stated in Policy Paper on Local Government Reform 1998, after de-linking from concerned Ministry. Thus makes them distinct from central government. It is by the influence of

history and traditions, each country makes decentralization with its own specific institutional, political and economic context. (Mustafa, 2008). Since the local authorities are closer to people they are in a better position to understand their needs and act upon them directly.

De-link, means breaking the connection existing between two or more entities normally depending on each other for responsibility accomplishment. For the context of this study, the term refers to self-dependent in terms of resources control, responsibility and power to plan, allocate as well as supervise resource consumption for development project. Expected to be done by Local government in absence of central government or its agencies.

Moreover, autonomy in local authority particularly that of self-recruitment permit the utilization and retain professionals who are familiar with local context in aspects of technical, managerial and leadership skills to remain in regions, for the aim of promoting community and their resources thus reducing rural-urban migration, hence to manage local affairs and local development at large (Miller, 2002)

1.2Statement of the problem

Local government autonomy has not yet been achieved in Tanzania despite the fact that there are laws and policies which propagates the need for autonomy in LGAs.

Essentially, local governments are established and operated on the assumption of its success in providing a standard range of services to citizen; as well they are the effective agencies to a better life, an improved means of living, socially and economically, and a means to a better share of the national wealth. (Mustafa, 2008; 13). On the other hand they are to bring about democracy and opportunities for political participation to the citizen and mobilize citizen to engage and monitor developmental projects.

To stand for and acts on the needs of local community, local authorities require autonomy to perform their functions freely from any interference from central government. This includes self-governance over responsibility, resources and accountability directly to the ordinary citizens in the local community. (Zaharia, 2011)

Local government autonomy refers to a degree of freedom that local authorities have in making political, economic and administrative decisions within areas of jurisdiction (Mustafa, 2008; 13). Contrary to that a particular local government would not be able to respond effectively to the demand of the people they meant to serve; therefore autonomy to local government is very important.

To facilitate autonomy in local government and self-mandate to employ and fire their own personnel as well as creating local payroll, some indicators have been stipulated to address the matter, in Local Government Laws (Miscellaneous Amendments) Act, 2006; 8. In addition Policy paper on Local Government Reform of 1998; 7 outlined four basic features of local

Government personnel management. To address the autonomy of local authority the appointed staffs should come from a given local authority to make up a council in a way to improve service delivery. All of them will be possible after de-linking from central authorities.

Basing on vertical distribution of power addressed in holistic principle it is obvious and no doubt participation of local authorities are of great value to national development straight from the grass root. On the other hand Subsidiarity principle of Catholic, they enhance autonomy to LGAs theoretically. But the tenets of these principles have been ignored practically.

Mostly, local government do not approve their own plans and by laws they make, instead they have to be sent to Ministry of Local and Regional Authority, also amendment to statutory are not done to allow local authorities' mandate to perform on their own as a result happen double allocation of a single task.

Lastly, councils, consists of members appointed by president than elected locally which promote autonomy in legal documents than reality.

1.3 Objectives of the study

1.3.1 Overall objective of the study

The main objective of the study was to find out the degree of autonomy achieved by Ilala Municipal Council based on various policy and legal documents that empower LGAs to become more and more autonomous.

1.3.2 Specific objectives:

1. To identify the recruitment and selection functions performed by the Municipality
1. To identify the organs responsible and issues related to making recruitment and selection decisions in the Municipality
2. To find out roles played by Ilala Municipal Council in recruitment and selection when collaborating with other institutes or organ

1.4 Research Hypotheses;

The Study based on the following Hypotheses:

Hypothesis 1

The higher the number (quantity) of human resources recruited and selected by Local government the higher the autonomy of the local authority.

Capacity of local government to hire as much quantity of personnel to cover different positions independently to address local necessities proves its autonomy.

Hypothesis 2

The less the interference from the central government on Human Resource issues particularly in recruitment and selection the higher the autonomy of the Local Government Authority in selection and recruitment functions.

To handle external intervention in matters relates to human resource have positive impact to local autonomy to decide on quantity and quality of personnel for its own

efficiency and success. Validate when Ilala is free to make local laws and by laws in absence of approval from Ministry or Central government's agent(s)

Hypothesis 3

The higher the degree of empowering Local authority in decision making the higher the autonomy of Local government concerned in decision making and approve recruitment and selection process.

As local authorities given power to make and implement by-laws, often reduces dependent to central government and also utilize local available resources. Justified by the extent in which Municipal engage its community in planning and administer development projects.

1.5 Research assumptions

Local government will work in a transparent and accountable manner to the people; this will be the basis for justifying their autonomy from undue central government.

Each local government will have roles and functions that correspond to the demands for its services by the local people, and the social-economic conditions prevailing in the area. The structures of each local government will reflect the nature of its roles and functions.

Local government will thus have and recruit their own personnel, organized in a way decided by the respective council to improve service delivery, establishment of local payroll, after de-linking from respective Ministries to local authority.

Furthermore, local government will be free to make policy and operational decision consistent with the laws of the land and government policies without interference by the central government institutions. (PPLGR, 1998).

Tanzania, recruitment procedure originates from President's office (PO-PSM) to prepare a budget and permits to enroll new personnel. (PSR, 2003) as well as preparation of personnel emolument.

All those procedures in one way or another interrupt local government's autonomy in appointing and short listing qualified applicants.

1.6 Significance of the study

The finding of this study is useful in informing the government and Local government's stakeholders the actual situation on the applicability of the existing Reform Programme (LGRP, 1998) down in the Local Authorities of Government operation; exactly on autonomy of recruitment in authorities with contradiction between Public Service Recruitment Secretariat (Public Service (Amendment) Act No. 18 2007. Sect. 29 (1)).

The findings will allow the policy makers to make a thorough review to the current reform Programme to attain the stated objective. (Achievement vs. stated objectives)

In addition, the study will help Ilala Municipal to improve their performance accordingly when performing in relation to Local Government Reform after analyzing some areas with weakness in administering managerial tasks in relation to Local Government Reform Programme.

Likewise, the study findings will be a reference point to academicians who will prefer to investigate and understand the operational structure of Tanzanian Local government Authority, in the course of knowledge generation.

1.7 Limitation of the study

Some respondents claim of not having time to fill questionnaires and to have interview with the researcher in spite the fact that they have been provided with the time schedule of work plan by the researcher.

Another constraint is, despite being in the second phase of the reform Programme (D by D) evaluation of the previous phase have not yet been providing the solution to the problems emanated in the first phase, like central government interference is there, that is no autonomy at all.

Problem in accessing the secondary data, related to the reform since some officer argue that those data required by the researcher are confidential; this hinders accessibility to those useful data that affect the effectiveness of the findings. That is, they were not available in municipal library.

Some respondents demand to be paid before a researcher attempt to interview them; this proves that, they do not know the significance of this study to their Municipal as well as local government prosperity, that's why five (5) questionnaires were not given back to researcher.

1.8 Delimitation of the study

The topic under the study is very crucial to be done around the country, however due to shortage of time and monetary resources as well as personnel resources to move around all regions in Tanzania, the study was narrowed down to Ilala Municipal in Dar es salaam city, to manage the study and keep it under focus. In so doing unnecessary costs are minimized and time is carefully utilized, for effective analysis of findings.

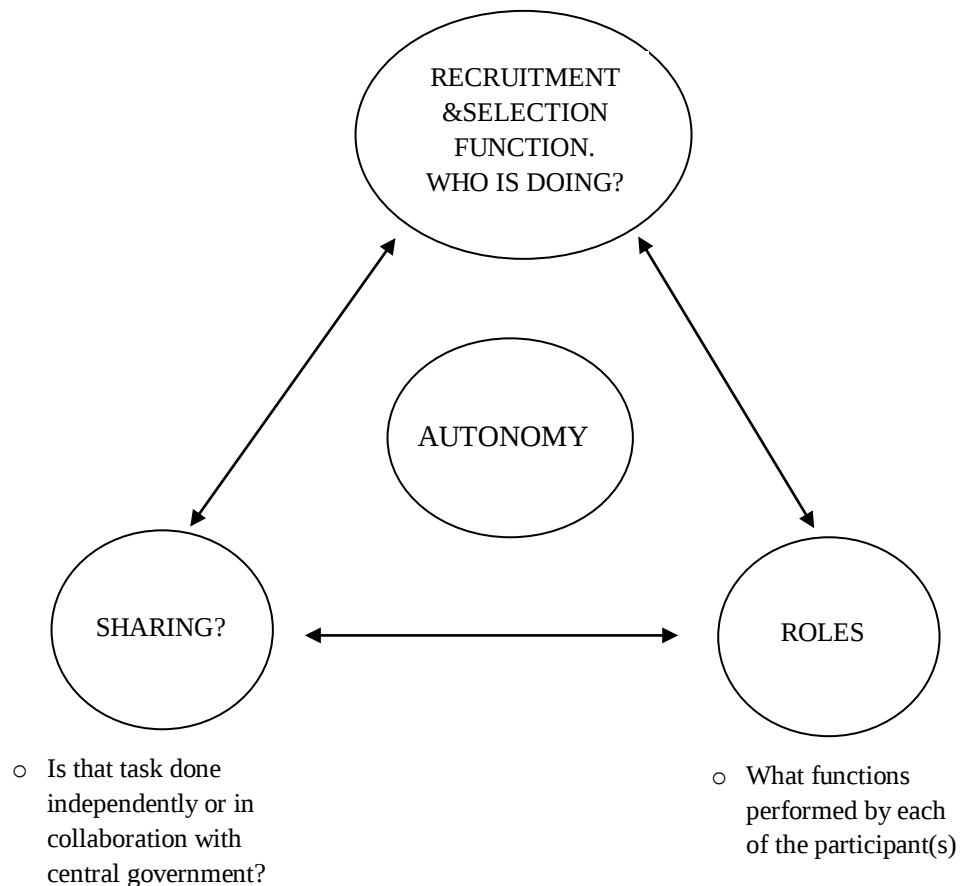
This is by the fact that the area of the study happen to have significance resources whose exploitation allow huge collection of revenue for planning and implementation of developmental projects independently, without external obstruct.

1.9 Conceptual Framework

The study has a model designed upon theoretical ideas that points out that a number of factors contributes to the total independence of any local authority to perform according to reform Programme in a given locality in an efficient manner.

Autonomy in Local authority, only attributed when de-linking takes place from central government to full transfer of power, authorities and responsibilities to recruit local personnel that will meet local needs and efficient to work in local context. However in Tanzania, selection is done by Recruitment Secretariat Board under The Public Service Act No.8 of 2002 with Act. No. 18 of 2007, (PSR, 2003; 25) that is, authority to recruit have not yet or denied by the central government to be transferred to local government.

Figure 1.1 Conceptual Framework for Autonomy in Local Authorities



Source: Researcher, 2012

1.10 Definition of key terms and concepts

- Autonomy: The right of self-government: acting independently (Oxford Advanced Learner's Dictionary, 1989)
- Decentralization: the transfer of power, authority and responsibilities from central government to regional level of government. (OALD, 1989)
- Delinking of human resource: it is the separation of personnel from their former employer (supervisor) to allow autonomy by individual person.

- Local Authority: a governing body responsible for the administration of local government.
- Local payroll: a financial record of employees' salaries, wages, and net pay. (investor words, 1990) Prepared and supervised by local government on the basis of payment standards established by the concerned institute.
- Recruitment: a process of attracting, screening, and selecting a qualified person for a job. From within or outside organization in a most timely and cost effective manner.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a review from different literature that has moderate as well as direct relation with this study, basically on areas of theoretical, earlier studies and pointing-out their gap in the study of local government autonomy.

2.1 Theoretical Review

This part provides hypothesis and theories which govern the topic under the study and methodological contributions to a particular topic.

2.1.1 Theoretical / Philosophical Review

with a defined area and elected democratic council, Local government derived its power from constitution, to decide on a range of public matters in discussion with other stakeholders, such power only be altered by a constitutional amendment. Having resources for discretion and execution of legally agreed functions for development of the area. (Imhanlahimi and Ikeanyibe, 2009; 3) council, a supreme body having power over personnel as well as finances and autonomy to decide on jurisdiction's developmental affairs.

The principle of Subsidiarity, whose basic assumption is, 'nothing, could be done by a larger or more complex organization which cannot be done as well by a smaller and simpler organization' (Bosnich, 1991) in the context of this study such a smaller and simple organization are the Local authorities. It contradict with the idea of centralization and bureaucratic characteristic in welfare state, in addition it limits the function of central government, by decentralizing some of tasks to be best performed by local authorities. Meanwhile the principle shows the relationship between the state and other entities including local governments, rather than state itself.

Therefore management of government affairs should engage the right of subordinates in a flexible manner, to ensure effectiveness never operates in a top-down approach, and deny lower level authorities; otherwise achievement will never be attained.

In relation to Subsidiarity, a true democracy is a sum of local institutions and their self-reliance in effective delivery of services in accordance with citizens' preferences in their jurisdiction. Basing on the state distribution of power this is made possible under the Vertical Power sharing, in which power is shared among different level of governance, basically stating from the community level, that is the local councils to the higher organs of the state.

On the other hand, horizontal sharing, involves sharing of power among the state organs, which are the Legislature, executive and judiciary. They all work in-line with their local agencies in relation to subsidiary principle. Under horizontal each organ checks the other organ's performance. Hence subsidiarity demands that social services must be slowed down straight to the final consumer, that is, changes has to be done in to the existing central-local relation, through decentralization of public service delivery (PPLGR, 1998; 19)

“Public service provision must be brought as close as possible to the end user. The principle of Subsidiarity involves decentralization of public service provision linked to devolution of political powers to lower levels as far as possible... is to let local councils have discretionary power when it comes to planning, budgeting administration and organization of service delivery”.

Holistic principle, asserts that any organization operates in an interconnected and constant interaction to sub-organs, thus any dysfunction or disorder in one of the sub-organ brings extremely impact to the entire organization (Cage, 2006) therefore treatment to the disorder demand a combination of all sub-organs existing in the organization.

Local government Holistic principle, recognize council as the supreme power in any jurisdiction in Tanzania, vested with the power over; Local government finance, administration and organization as well as service delivery. Local committees and boards working on behalf of the council by either delegation or decentralization of some tasks, but the council remain as the supervisor to those functions to refer that council. (PPLGR, 1998; 14)

The two principles above recognizes the power and function of local governments over a given area of jurisdiction, however in Tanzania local government's power to operate in their own preferences has been denied and captured by the central government and sometimes to its concerned ministry. For instance

“Local government councils will be free to make policy and operational decisions consistent with the laws of the land and government policies without interference by the central government institutions”

However, it is the same legislation and some provision which contradict local autonomy, when a Minister finds that by-law(s) made by local level is in conflict with constitution in consultation with Attorney General disqualify such by-law and return back to local council for modification. (PPLGR, 1998; 29) This is totally interference when the by-law made will address the need of local community derived from constitution, from general to specific it will be translated as being against the constitution.

The above principles pointed out the general framework on how local government should manage and carry out their roles, on the other hand it is the same provision which brings contradiction in delegation of power on who should do what, example it is the local councils that will be the appointing authorities and employers for all local government personnel (including teachers, health staff, agricultural staff) (PPLGR, 1998; 26) however the same task is performed by recruitment secretariat and direct personnel to a concerned council, hence the two principles to some extents are not applicable in Tanzania.

For Local Authority to be regarded as autonomous it must be free in relevant way with respect to making decisions and performing actions for which it will be held accountable to society. (Winter 2003) under this perspective it is the native in given jurisdictions that have the mandate to question and put under arrest those local government actors depending on social contract existing among them.

Existence of internal oppressive means hinder local government's capacity to perform on the basis of their developmental preferences, that is they lack ability to resist barriers hence local authorities lack the freedom and autonomy to make choices that run against the oppressive norms. (Benson and Stoljar in Winter 2003; 6) This suggests that there must be motivations which are non-oppressive in nature, for autonomous authority to effectively be obtained. It is for this reason that account for shortage of autonomy this is termed as a procedural theory of autonomy by Benson and Stoljar. In Tanzania for instance it is sometimes attributed by contradiction in the existing legislature and policies.

2.1.2 Operationalization of Concepts

In this study of local government autonomy, some concepts may be found ambiguous. Therefore, to reduce misunderstanding, the following concepts/terms are defined on the basis of the context of the study.

i. Local government authority: it refers to as a locally-elected governmental body with some independent authority over local concerns, whose exercise of power is generally not subject to rejection by the central government; a locally-elected management; an independent judicial authority with full responsibility for interpreting local laws (Hannum and Richard Lillich, 1980) and authority over internal or domestic matters like police, and exploitation of local natural resources. Also, that structure, possess immune from changes by the central government.

ii. Local government autonomy: it examines how local council and administrative officers of Ilala Municipal exercises their power administratively as well as how that self-government used in selection of Municipal's personnel and establishing local payroll. Since Ilala Municipal happen to have sensitive-sources of revenue for its own developmental projects without interference.

iii. Selection and recruitment function: It includes the role of the Municipal to make its own decisions about appointment and employment opportunities to fill local vacancies depending on its preference without consent from the central government.

2.2 Literature review from earlier studies

The study conducted in Nigeria, "Local Government Autonomy and Development of Localities, 2009", the author reveal the State governments do not exercise absolute controls over Local Governments, there are many checks and balances that have been formulated by the Nigerian Federal Government, to facilitate the effective operations of the local government councils (LGCs). Some of such checks and balances are guaranteed existence of Local Governments in section 7 of the 1999 Constitution, financial allocation from the Federation account and involvement of Local Governments in economic planning of the State governments.

He pointed out on inadequate autonomy especially in vital areas such as staff and institutional management and development, as well as financial matters, which greatly hinder their development efforts in their localities (Ikeanyibe (2009; 1).

Besides, of having the checks and balance of central government to local authorities, the former restrict and at a time hinder local authorities' developmental projects. Higher authority should remain with the role of supervision without intervene matters of local council. Because the basis for creation of Local Government is to take responsibility for development of the area directly and contribute indirectly to the development of the nation. (Imhanlahimi, 2009) making checks and balance to local authorities is to deny their sovereignty in planning and implementation.

The author pointed out that Personnel administration is one of the area in Nigeria seems weakest to address Local Governments' autonomy. Local governments do not have mandate over personnel administration, "it is the Local Government Service Commissions (LGSCs), all over the country, claim monopoly of personnel matters in LG administration" (Imhanlahimi, 2009; 20) it is therefore no doubt that all personnel are directly under the supervision of LGSCs. For instance in one of the annual report from Edo state, as quoted in author's report states "... LGSCs has responsibility to appoint post, promote and discipline employees of the Local Government on salary grade level 01 and above ..." in this context Local government's autonomy is highly restricted. In such a way local development remains a nightmare.

Research done by North-South Local Government Co-operation Programme in 2009 across six countries to strengthen the capacity of local government to provide basic services and to promote good governance and local democracy, while taking into consideration the principles of sustainable development.

To begin with Kenya, the study reveals that, "the Local Government Act of 1977 prescribes many functions to the municipalities, but mostly on the basis of the approval of the Minister of Local Government or other ministers as prescribed by other Acts regulating the functions in question". That means, most of the functions of Local Government in Kenya by Act of 1977, demand approval from Minister responsible for local affairs. Contrary to that becomes illegal. (Kuusi, 2009; 91)

Local authority are denied from their right to autonomy, it has now reached the time for them to decide on their own, for instance, "The Local Government Act provides that the local authorities have power to make by-laws to regulate the functions prescribed to them in the Local Government ct, but that the by-laws have to be submitted to the Minister of Local Government for his approval. The quotation suggests that there is a central government day to day interference in Local matters.

Local government in that content acts only as the agent of central government, which cannot depend on its own. Since these authorities work for the betterments of local communities what will be agreed will be on their betterment, therefore to them autonomy is an obligatory issue to consider for their advancement. The claim of approval by higher level decreases the citizen's opportunity to participate in setting priorities about planning, budgeting and expenditure monitoring. Hence community concludes that Local authority is a distant institution with no significant to their daily lives' welfare.

Worse enough, The Local Government Act provides the Minister of Local Government powers to determine the number of councilors in the councils of the local authorities, also it is the, ... "Ministry of Local Government recognizes that many local authorities lack the capacity to pay allowances to councilors, and different proposals on how the allowances should be funded have been made by the Local Government Authorities of Kenya (LGAK) and the Ministry of Local Government" it is from this reason that is why it is the central that dominate appointment of personnel and their payment. But it is the right time for the central government to provide opportunities, inputs and necessary motivation for local authorities to depend on their own administratively.

Namibia, the country adopted a decentralization policy in 1997. Chapter 12 of the Constitution of the Republic of Namibia provides establishment of regional and local government in Namibia. Local authorities deliver services in urban areas, while the regional councils are responsible for specified service delivery in rural areas (Kuusi, 2009; 126)

Likewise, in Namibia Local authorities are not dependent as it is required; most of them depend on the Minister responsible for regional and local government to approve council's task and power to local community. "The local authority councils may, after consultation with the Minister responsible for regional and local government, make regulations by notice in the *Gazette* in relation to their functions and powers. Article 111 (5) of the Constitution prescribes that all regulations made by Local Authorities

shall be tabled in the National Assembly and shall cease to be of force if a resolution to that effect is passed by the National Assembly”. As stated in Section 94 (5) of the Local Authorities Act.

This barrier attributed from institutional framework and provision from provision of administrative independent to local government to perform duties in relation to their preferences, with the claim behind of approving those activities. Also it is to refuse professionals and experts working in local level, in connection to that it promote rural-urban migration to seek for jobs which are of reasonable status and well developed area than that of rural.

Minister responsible for regional and local government has the power to either devolves or delegate any function to regional or local authority. From decentralization enabling Act No. 33 of 2000. The minister manages to do so after consultation with the cabinet. Under this legislation local authorities are treated to wait for a task to do even if there is any of them which is in their bound limit could not be done simply it has not yet been delegated to them from the Minister. As stated by the researcher function such as; to mention few of them, are to be done in local and regional councils.

- Community development and early childhood development;
- Administration of settlements;
- Rural water development and management;
- Management and control of communal lands;
- Primary health care;

For the status of local government these functions do not qualify to be done by local authorities, they should be contracted out to private organizations for effective and efficient results, to delegate these function to local authorities in Namibia is to under grade them and distrust their performance.

Basically, local and regional authorities in Namibia, has not yet been vested with the mandate to employ and determine personnel basing on their own standards, it is the Minister of Regional and Local Government with such a mandate that is why, the author said, “The Minister may also remove or suspend the members of the local authority council in question from office...” (Kuusi, 2009; 134) This is because powers function and duties are all placed on him. That is capacity to manage human resource in any authorities in Namibia not there at all it is only to a single person. It is surprising to see such a kind of autonomy.

The study on Autonomy carried out in Ghana, pointed out overlapping of tasks and functions, the same responsibility happen to be assigned to more than one organ. Local governments in Ghana are termed as District Assemblies. Article 35 (6) (d) of the Constitution States “...to take appropriate measures to ensure decentralization in administrative and financial machinery of government and to give opportunities to people to participate in decision-making at every level in national life and government.” (Kuusi, 2009; 228)

Interference also applicable in Ghana, the President appoint 30% of members who make up District Assemblies and the remaining 70% are elected by community in a given localities. Each district assembly has an executive committee responsible for administrative and executive roles. Each of executive committee is headed by a District Chief Executive (DCE). Who is appointed by the President with the prior approval of not less than two-thirds majority of members of the District Assembly present and voting at the meeting. The Constitution provides that the DCE is responsible for the day-to-day performance of the executive and administrative functions of the District Assembly, and that the DCE is the chief representative of the Government in the district, (Kuusi, 2009; 233)

However those District Assembly are not autonomous, as they are expected, the researcher assert that ...“These assemblies have to prepare district development plans, and submit them through the Regional Coordinating Council to the National

Development Planning Commission for approval” indicating that central government still contain dominance over plans of local authorities and can even manipulate any how to fit their needs.

Another aspect that brings confusion in relation to autonomy is the delay of making amendments to existing legislations to imply that certain service will be provided by district assembly (local government) and remove the provision of such functions from the responsibility of the central government as it was before. The result of such inconsistency leads to unclear separation of responsibilities between central and local government on who should do what. Example, the researcher state that, “ Ghana Education Service Act No. 506 of 1995 assigns to the District Assemblies duties to build, equip, and maintain all primary, middle and special schools... and responsibility for the postings and transfers of teachers within their area of jurisdiction. However, similar tasks are assigned to the Ghana Education Service under the same Ghana Education Service Act, which stipulates that the Ghana Education Service is responsible for providing and overseeing basic education, senior secondary education, technical education ... and registering teachers and keeping an up-to-date register of all teachers in the public system”

Hence, it is important to put clear demarcation as to who will do what on specific task(s) such as recruitment to personnel, on top of that a detailed explanation have to be provided through laws, regulations and provisions to avoid unnecessary overlapping.

2.3 The Synthesis

Autonomy in local authority is of great significance because it addresses the public choice in a given area of jurisdiction, right from interference in making policies to the execution of various roles in collaboration with stakeholders around the community. To perform all of these tasks a true independent is required That is nothing from external may hinder the exercise of such autonomy even that of approving their policies and other bylaws done by higher authorities will refer to as interference to local autonomy.

Moreover, it does not bring any sense in the universe when it happens that statutory and other legal documents fail to define appropriately which institution and state organs are responsible for a particular task. Multiple allocation of a particular task to more than one organ means that there is an element of mistrust (doubt) to the concerned institution, as happen in recruitment and selection process in Tanzania, stated to be performed by each local employment board but as well the same task be done by Public service Recruitment secretariat. By so doing is to reject administrative capacity and resources largely available in our local level.

Nevertheless, the aspect of capacity building to local governments has to be given first priority to address the devolution of responsibilities and power among local authorities for them to manage all forms of resources including personnel.

From such empowerment they will manage as well as planning to recruit required personnel and utilize local resources to generate revenues for local payroll and meeting their developmental budget, rather than maintaining that local authorities don't have capacity and funds to meet their budget and needs. Through empowerment and motivation to necessary inputs they will achieve the point of autonomy.

For that reason, local government should be supported by other level and stakeholders for the intention of uplifting their administrative, management and technical capability to perform effectively as well as be accountable to local community. Also Local authorities should be vested with the task to determine their own standard and size of personnel on the basis of local priorities financial bound in their reach. On top of that when amendment is done local authorities and their associations be consulted to avoid un necessary contradiction (Kuusi, 2009)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter provides methods undertaken to accomplish systematic observation in the entire process of gathering and collection of data which were helpful in this study. At large this part contains procedures in which a researcher used to explain the process under study with the aim of generating knowledge.

3.1 Research Design

It is a case study design adopted in this study. It involves selection of a particular context followed by a thorough investigation on two or more variables and their relationship on each other in connection with the area of the study. The design was suitable as it permitted efficiency as well as sufficient time in collecting and analyzing data, simply the researcher concentrated only on a single study area

Examining the degree of Ilala municipal's autonomy, a research design undertaken in a way that facilitated analysis of variables in order to determine existing status that hinder autonomy in the area. Quantitative provided the study with evidence of facts that were already developed in early studies. The qualitative aspect on the other hand sought on comments and information to justify the causal-effects about the problem under study. They were purposely selected to have multiple information from first hand source as well as those already been gathered.

3.2 Research area

Ilala Municipal is located between longitudes 39° and 40° east and between Latitude 6° and 7° south of the Equator. It covers the area of 210 Km². the Municipal is bordered by the Indian Ocean on its Eastern part with distance of about 10 Kilometres on the southern part; it is bordered by Temake Municipality, whereas on its Western part it is bordered by Kisarawe District and on its Northern is bordered by Kinondoni Municipality (Ilala Municipal Council, 2011).

It was established on February 1st, 2000 under the Government Notice Number 2 issued on 21st January, 2000. By the National Census of 2002 Ilala Municipal's population was 637,573. Men were 321,903 equivalent to 50.5% and 315,670 female, equal to 49.5% with a growth rate of 4.6% per annum (Ilala municipal council, 2007).

Administratively it is divided into three divisions, (Kariakoo, Ukonga, and Ilala) which are further sub-divided; into twenty-two (22) wards; with 65 streets, furthermore there is 9 villages and 37 hamlets, each with representative in the council. (Table 3.1 shows)

Table 3.1 Number of Divisions, Wards, Streets, Village & Hamlets in Ilala Municipal Council

	Division	Wards	Streets	Villages	Hamlets
	Ilala	22	65	09	37
	Kariakoo	10	36	00	03
	Ukonga	09	21	11	06
Total	3	41	122	20	46

Source: Dar es salaam city council profile 2004.

The Municipal has various socio-economic activities, such as Education, Health, housing and water, are some of services which are Public and some are privately owned. Trade as well as Banking services takes place as well. Ilala Municipal, has shown an increase in revenue collection from its available sources, from 8,118,010,190/=Tshs 2007 to 10,759,188,178/=Tshs in the year (Ilala Municipal Council, 2007) allows the municipal to plan and manage that resource on its own. Communication is facilitated by well-constructed roads, railway lines, airways and the Dar es salaam port, on the other hand there are various mobile phones network companies.

3.3 Population of the study

Information from administrators and employees of Ilala Municipal Council was crucial to the study to reach its aim, 7834 the total number of employees in Ilala municipal divided in 14 departments (Figure 3.1 and Appendix, V) whose daily execution of services is guided by Autonomy principles. Such a population includes; Executive Director, Administrative officer of the municipal, some member(s) from employment

board particularly Human resource office accountable for selection and recruitment councilors and clients of Ilala municipal council, who are 72 altogether. Therefore a population of 68 employees together with 04 customers aimed to be interviewed, purposely (systematic) as well as randomly chosen to make the study attain its objectives.

Table 3.2 Units of inquiry

Category of staff/Respondents	Sampling frame	Sample	% of sample per frame
Municipal Director	01	0.0177	0.0128
Administration	164	1.50	2.0934
Health	1113	10.23	14.2073
Primary Education	3904	35.88	49.8340
Secondary Education	2112	19.41	26.9594
Finance	126	01.16	01.6083
Community Development	50	00.46	0.6382
Construction	112	01.03	1.4296
Internal Audit	06	00.06	0.07658
WEO&MEO	123	01.13	1.5700
Agriculture	34	00.31	0.4340
Livestock	41	00.38	0.5233
Planning	06	00.06	0.0765
Settlement	39	00.36	0.4978
IT	04	00.4	0.05105
Total	7834	72	100

Source; Records' office Ilala Municipal Council 2012.

3.4 Sampling procedures and Sample size

The study employed purposive sampling, cluster sampling and random sampling to obtain the sample of 72 respondents. Purposive sampling used to obtain a sample of 16 respondents that is, 14 Heads of departments, Municipal Mayor and Municipal Director because of the roles they play. Cluster sampling to get 3 employees from each of 14 departments randomly selected after being arranged into clusters, that make up a total of 42 and lastly 10 Councilors from 22 wards as well as 4 Customers of Ilala Municipal randomly selected to make a total of 72 respondents in a sample size of the study, from entire population of 7834 employees (Figure 3.1) in Ilala Municipal (Table 3.3&3.4)

Table 3.3 Sample size (Purposive)

Positions	Sampling frame	Selected Sample	% of Selected Sample
Municipal Mayor	01	01	5.88
Municipal Director	01	01	5.88
MAHRO	01	01	5.88
Heads of 14 Departments	14	14	82.36
Total	17	17	100

Table 3.4 Cluster sampling

Departments	Sampling frame	Selected Sample	% of Selected Sample
Health	1113	03	7.69
Primary Education	3904	03	7.69
Secondary Education	2112	03	7.69
Finance	126	03	7.69
Community Development	50	03	7.69
Construction	112	03	7.69
Internal Audit	06	03	7.69
WEO&MEO	123	05	12.82
Agriculture	34	03	7.69
Livestock	41	03	7.69
Planning	06	03	7.69
Settlement	39	03	7.69
IT	04	03	7.69
Total	7834	41	100

Table 3.5 Randomly Sample Size

Positions	Sampling frame	Selected Sample	% of Selected Sample
Councilors	22	10	71.43
Clients	-	04	28.57
Total		14	100

Source: table 3.2 field work, 2013

3.5 Data collection Methods

The study employed Quantitative as well as Qualitative methods of data collection; the former method gathered information related to quantity (amount) of employees selected and recruited for at least five years documented in the Municipal, such as, documentary review also it allowed testing to be done to the hypotheses that guide the study (Demissie, 2010). Through this method data were easily gathered using tools such as; Interview (Appendix II). On the other hand Qualitative methods, permitted an expansion and clarification (description) of quantitative findings, aimed at getting

explanation on procedures followed when selection and recruitment done at the Municipal (Appendix III) were the tools used for gathering information related to qualitative methods. It influenced a researcher to record any useful data accurately and thoroughly at the field.

3.5.1 Primary Data Collection Methods

These were information collected straight from the source; by qualitative method they were the first hand data, Interview was applied to get primary data. It is a face-to-face meeting between a researcher (interviewer) and interviewee(s). A series of questions, prepared already, asked verbally to respondents (customers) of the municipal, (Appendix II) since they were not permanently found; that is, they came and go after getting some service. Moreover, the researcher was not familiar to their Education level. The method does not force respondents to write, also it permits in-depth questions, and again researcher can assess emotion of his respondents on the spot (Appendix II). Questionnaires, series of questions both open and closed questions were prepared to collect data from heads of departments, this tool allow a researcher to have little time with respondents, it allows respondents to present in maximum what he knows about in written form (Appendix IA-D).

3.5.2 Secondary Data Collection Methods

Secondary data are the already gathered and analyzed facts by the organization or researcher to meet requirements of previous research objectives (Adfoster, 2010). Here existing literature was reviewed, published records (municipal recruitment trend) and related documents about autonomy of Ilala municipal, based on quantitative method, how recruitment and selection were normally done in the past few years, Evaluation reports of the Municipal's Autonomy.

Through documentary review trends of Ilala Municipal Council's performance and procedures followed were easily determined. These documents and other related articles were found in MAHRO'S Office.

3.6 Data Analysis Methods

Data obtained from primary and secondary sources were presented and analyzed in a manner that provides answers to research objectives, hypotheses and conceptual framework. Both quantitative and qualitative data was organized and analyzed statistically, through simple tables, graph and percentage analysis by using Statistical Package for Social Science (SPSS) Software and therefore such analysis used to justify statement of the problem, research objectives and hypotheses. Pearson correlation analysis was used to compare two or more frequencies distributions to give out a summary of the study.

In relation to the study, bivariate analysis of data was employed, in assessing the link between variables of; Local government autonomy as well as recruitment and selection, in Ilala municipal. Bivariate, is a way of analyzing data whereby it involves assessing two variables to determine relationship between them, and find relationship to each other (Wikipedia, 2012). These data were coded (Appendix IV) and analyzed systematically by SPSS. Chi square and Spearman's Correlations test were used to test hypotheses and their results enabled the researcher to make conclusions.

These data were organized and edited in a way that allow easy classification of particulars with similar characteristics be in one group, such as respondents profiles whose content includes respondent's age, gender, work experience as well as departments in which they are working in. respondents' responses to questionnaires and interviews were coded, (Appendix IV) classified and grouped in a class of related reactions for descriptive statistics computation by using frequency tables, percentages as bar and pie charts, all by the analysis of SPSS software.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF FINDINGS

4.0 Introduction

This Chapter presents and analyzes findings of the study, It has sections that talks about respondents' traits and their distributions, there is interpretations and presentation of variables statistically, through simple tables, graph and percentage analysis to justify research hypotheses and research objectives.

4.1 Respondents' Profile

Individual characteristics (traits) as well as their distribution were taken into consideration to help the researcher understand the scope at which respondents are knowledgeable and are concerned with the topic of this study. Variables such as sex, respondent's working department, respondent's job title, and working experience of respondent(s) were assessed.

4.1.1 Respondents distribution by gender

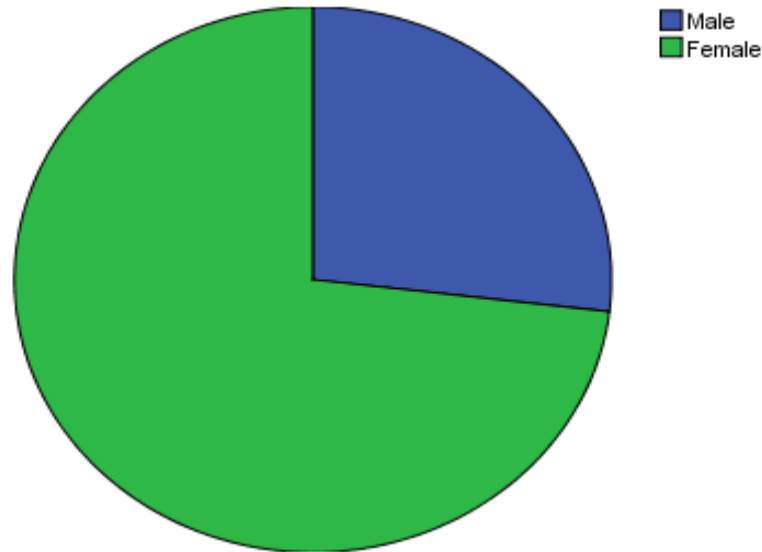
The data collection process managed to gather information from both sex (male and female). The collected data pointed out that 26.9% of respondents were male, whereas female make up a 75% of all respondents. This means that, 73.1% of data collected by all variables established in this study are from female, whereas male made an input of 26.9%. See Table and figure 4.1 below.

Table 4.1 Respondents Distributions by Sex

items		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	18	26.9	26.9	26.9
	Female	49	73.1	73.1	100.0
	Total	67	100.0	100.0	

Source: field data, 2013.

Figure 4.1 Respondents Distributions by Sex



Source: Table 4.1; 2013

4.1.2 Respondents Distribution by Departments

The study opts for any respondent to identify his or her working department from the eight departments of the Municipal with a range of sections and sub sections. The data collected shows that 20.9% of respondents are working under the department of education as well as its sections. This suggest that the study findings were dominated by respondents from department of education, followed by councilors who contributed 14.9% then 8.9% contributed by the Municipal community and social welfare also 8.9% form revenue and business department.

Table 4.2 (a) Respondents Distributions by Departments

Departments	Executive director	Municipal mayor	Administration	Finance & Trade	Healthy	Education & culture	Clean ness	Construction & water	Social welfare	Land& settle ment	Councilors	Citizens	TOTAL
Frequency	1	1	5	6	5	14	5	5	6	5	10	4	67
Percentage %	1.5	1.5	7.5	8.9	7.5	20.9	7.5	7.5	6.9	7.5	14.9	5.9	100

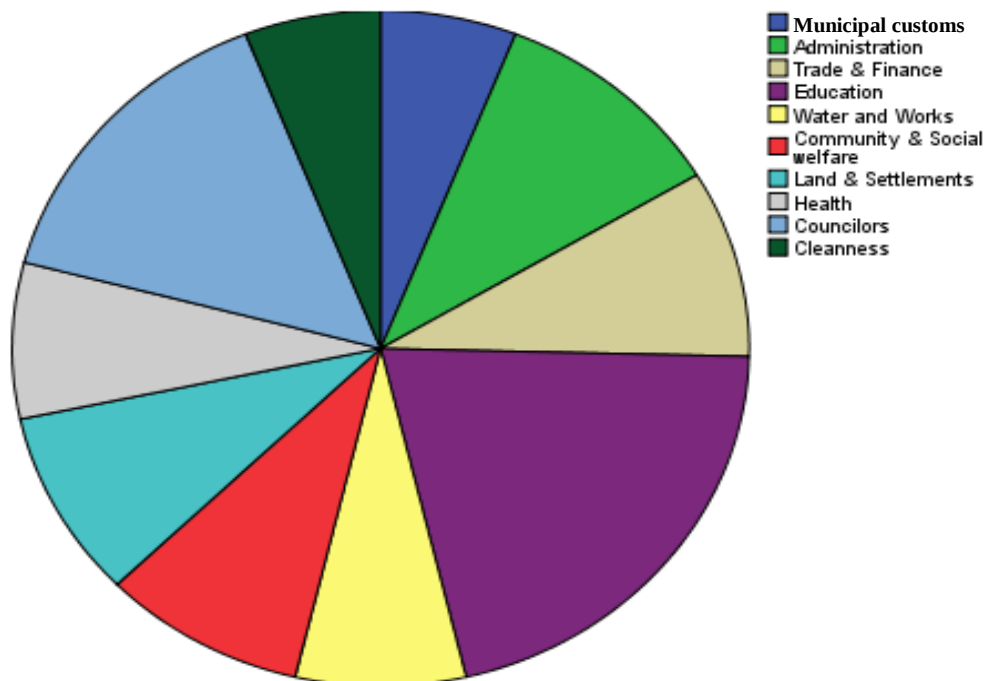
Source: field data, 2013.

Table 4.2 (b) Respondents Distributions by Departments

Departments	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Municipal customs	4	6.0	6.0	6.0
Administration	7	10.4	10.4	16.4
Trade & Finance	6	9.0	9.0	25.4
Education	14	20.9	20.9	46.3
Water and Works	5	7.5	7.5	53.7
Community & Social welfare	6	9.0	9.0	62.7
Land & Settlements	6	9.0	9.0	71.6
Health	5	7.5	7.5	79.1
Councilors	10	14.9	14.9	94.0
Cleanness	4	6.0	6.0	100.0
Total	67	100.0	100.0	

Source: Table 4.2; 2013

Figure 4.2 Respondents Distributions by Departments



Source: Table 4.3; 2013

4.1.3 Respondents Distributions by work experience

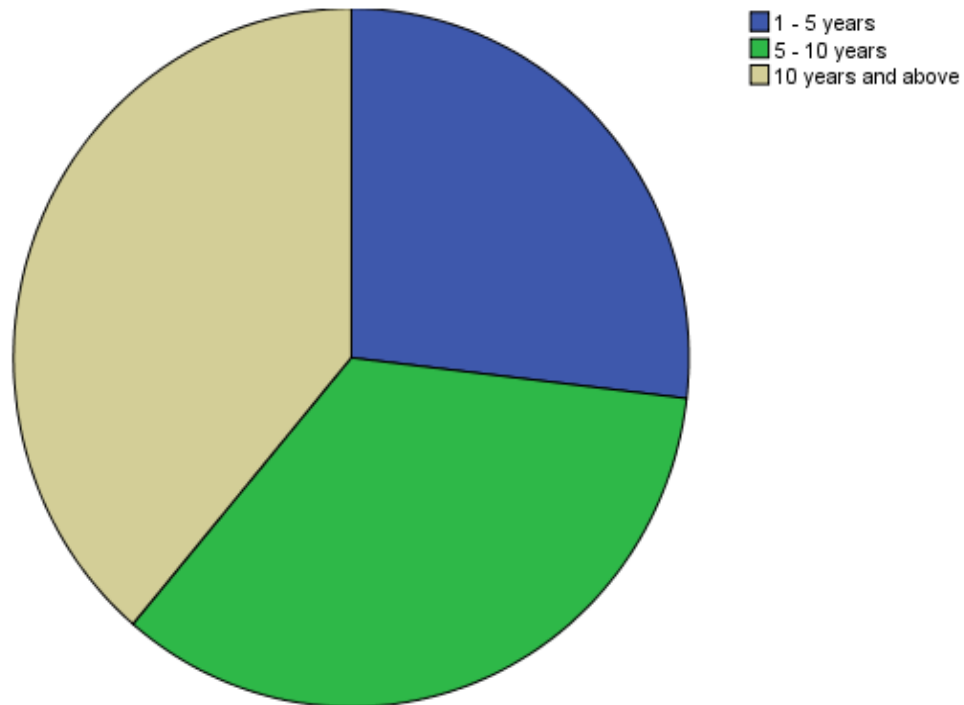
Basing on this point, the study analyzed three categories of work experience upon which a respondent(s) has to point out the category of experience he or she belong in, they are; 1 – 5 years, 5 – 10 years and 10 years and above. Under such distribution data reveals that, 38.8% of respondents fall under the category of 10 years and above of working experience, followed by the category of 5 – 10 years which has 34.3% and finally the experience of 1 – 5 years contributed to only 26.9%. This suggests that, the majority of respondents are much familiar with the topic under study. Table 4.3 and figure 4.3 show the result.

Table 4.3 Respondents Distributions by Work experience

Work experience		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 5 years	18	26.9	26.9	26.9
	5 - 10 years	23	34.3	34.3	61.2
	10 years and above	26	38.8	38.8	100.0
	Total	67	100.0	100.0	

Source: field data; 2013.

Figure 4.3 Respondents Distributions by work experience



Source: Table 4.3; 2013

4.2 Objective analysis of the study

4.2.1 The degree of independence of Ilala Municipal Council in recruitment and selection functions

The study developed on specific objective that seek to find out how Ilala Municipal council is independent in recruitment and selection of human resources. Based on the guidelines of reform programme that empowers municipals to select their own personnel for its welfare and improvement in service delivery. Outlined in LGRA 1996; 3 and 4 (Appendix IA, IB & IC).

83.58% of respondents reject the municipal's independence from selecting and recruiting its own human resources, they claim that such responsibility was vested to the Public Service Recruitment Secretariat since five (5) years back.

But before municipalities were concerned. 11.94% agreed that municipal does the task to some departments by preparing Human Resource plan, Manpower requisition, inviting applications, and applicant tracking by the use of Lawson software.

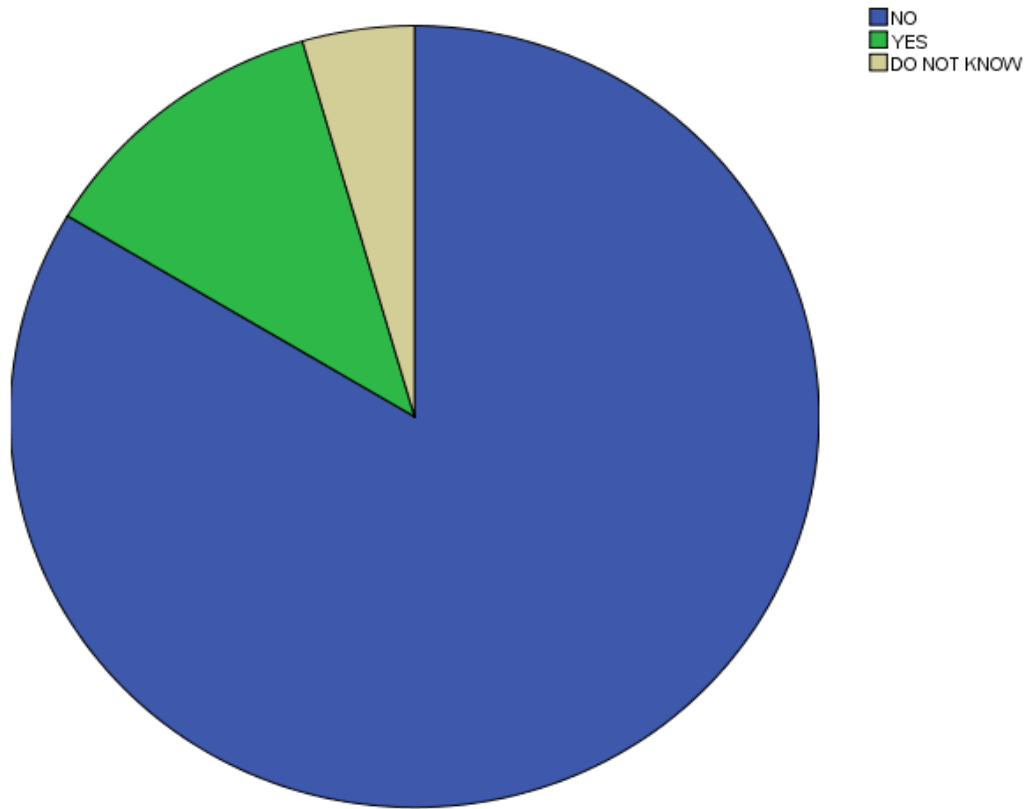
In selection the municipal is concerned with examining of applicants scores and appointment of personnel. On the other hand, 4.48% did not know anything if the municipal is independent in selecting as well as recruiting its own personnel. Municipal Independent in Selection and Recruitment of Human Resource (MISRHR). Therefore, Ilala municipal perform the process (Recruitment & Selection) in different level by Human Resource Officer (HRO) in complement with Public Service Recruitment Secretariat Table, 4.5.

Table 4.4 Municipal's independent in selection and recruitment of human resources

items		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	56	83.6	83.6	83.6
	YES	8	11.9	11.9	95.5
	DO NOT KNOW	3	4.5	4.5	100.0
	Total	67	100.0	100.0	

Source: field work; 2013.

Figure 4.4 Municipal's independence in recruitment and selection of human resources



Source: Table 4.4; 2013

Table 4.5 Checklist Indicators for Autonomy in recruitment and selection & concerned organ

Function	Specific Activity	Performed by	
		Municipal Council	PSRS
Pre recruitment	Preparation of HR Plan	All performed by the Council	
	Preparation of career plans	Performed by the Council	
	Manpower audit (continuous)	Performed by the Council	
Recruitment	Creating Annual Job Budget to fit with HR Plans and Recruitment Plan of the Municipality	The Council	
	Job Budget Inquiry	The Council	
	Manpower requisition	The Council	
	Inviting applications	The Council	
	Advertisements		PSRS
	Gathering/Receiving applications		PSRS
	Shortlisting		PSRS
	Applicant tracking	The Council (Lawson software)	
	Applicant education	The Council (HCMIS)	
	Applicant certification	The Council (Lawson)	
Selection	Inviting applicants for selection		PSRS
	Conducting selection interviews and tests		PSRS
	Examining the scores	The Council	
	Actual selection		PSRS
	Posting		PSRS
Employment [Post selection]	Appointment	The Council	
	Promotion and Development	The Council (Lawson)	

Source: Major Supervisor, 2013

KEY: PSRS = Public Service Recruitment Secretariat. HR = Human Resource.

Therefore, the process of recruitment and selection in Ilala Municipal is not independently (autonomy) done by herself as stipulated in Policy Paper on Local Government Reform, 1998. There is interference from central government by Recruitment Secretariat table 4.5. Despite the government supposed to monitor and quality assurance body (PPLGR, 1998; 8), it is the controller of the process (recruitment and selection) even in workers' payroll contrary to legislations.

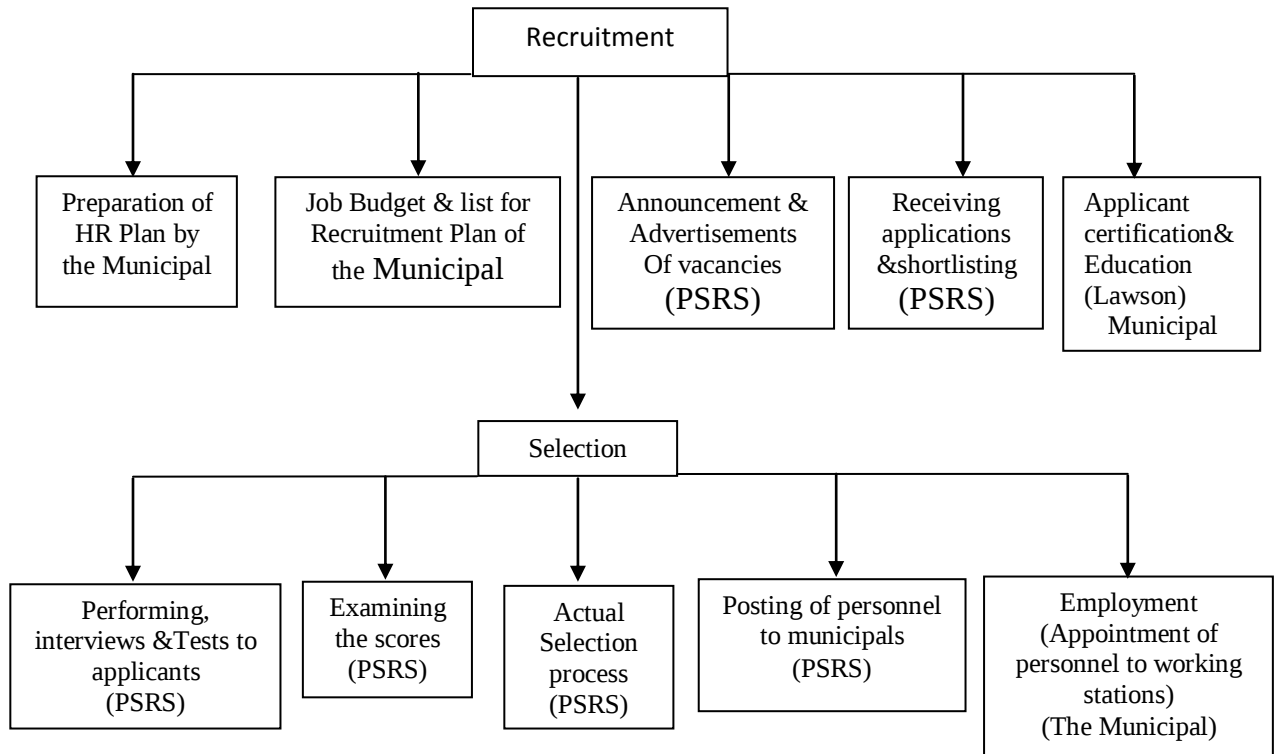
4.2.2 Recruitment and Selection Activities

The process of recruitment and selection begin at the level of departments, where Heads of Departments (HoDs) analyses and point out shortage of manpower requisition from sections and at the level of department, these demands are gathered at the Municipal Human Resource Officer (HRO) who organize them in manpower establishment of the municipal (IKAMA)

The Municipal Human Resource Officer by the assistance of Lawson software prepares a job budget that corresponds to Manpower requisition of Municipal. The municipal full council approve the budget, then seek for a permit to recruit from President`s Office Public Service Management (PO-PSM), selection is done by Public Service Recruitment Secretariat to fill the required vacancies, by announcing or advertising the vacancies, receiving applications and short list successful candidates.

Applicants` tracking in terms of their education as well as certification are performed by the municipal Administrative officer through the assistance of Lawson. It is then the Public Service Recruitment Secretariat (PSRS) gets in for interviewing the applicants, examining their scores making selection, and posting them to required Municipal for appointment process. Figure 4.5

Figure 4. 5 Recruitment and Selection Process



Source; Table 4.5

Therefore, the process of recruitment and selection takes place in collaboration between the municipal concerned together with the Public Service Recruitment Secretariat (PSRS) each of them perform specified activities figure 4.5.

4.2.3 Responsibility for recruitment and selection in Local Government Authorities

The second objective of the study centered on the notion that search for who is responsible for making recruitment and selection decisions related to personnel, 92.5% of respondents justified the functions performed by Public Service Recruitment Secretariat (PSRS), all professional employees whose level of salary payment range from TGTS.C and above their selection are controlled by the Public Service Recruitment Secretariat. Whereby municipal remain with 04.5% of selection and recruitment for low

cadres (Table, 4.5) such as Municipal drivers, Personal Secretaries (PS) Messengers Mitaa Executive officers (M.E.Os) and mercenaries (mgambo).

The scenario proves that Ilala Municipal Council to some extent for 68.18% participate in the process of recruitment and selection, table 4.6 however the actual selection process the municipal remain behind the Public Service Recruitment Secretariat that determine quantity of personnel at the selection task based on the permit obtained. Ilala Municipal involvement in the selection by examining the applicants` scores and appointing the selected personnel, it left behind from the actual selection process which is the crucial activity.

Table 4.6 Roles performed by each organ(s) in the process of recruitment and selection

Responsibilities	Organizations	
	Municipals	Public Service Recruitment Secretariat
	Recruitment activities	
	Establish Manpower requisition & HRplans and Recruitment Plan of the Municipal.	Seeking permit to recruit from treasury per Municipal(s) Manpower requisition
	Inviting applications.	Advertise Vacancies.
	Applicant tracking (Lawson software)	Call for and receiving applications.
	Applicant Certification	Short listing. Employs. Appoints
	Selection activities	
	Examining scores and results.	Interviewing and test applicants.
	Appointment of personnel to work station	The actual selection task.
	Confirm and promote employees	Placing of Personnel to Municipals

Source; field work, 2013

Table 4.7 Distribution of responsibilities to organs in the process of selection and recruitment

Items		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Recruitment Secretariat alone	55	79.1	82.8	82.8
	Municipal & Secretariat	12	20.9	17.2	100.0
	Total	67	100.0	100.0	

Source; field work; 2013

4.2.4 Roles performed by each organ(s) in the process of Recruitment and selection

The Municipal and the Public Service Recruitment Secretariat perform different roles that in one way or another complement each other. First the concerned Municipal submit its man-power requisition to the Public Service Recruitment Secretariat after seeking the permit to recruit from President`s Office Public Service Management, the secretariat advertise those vacancies as well as call for applicants, short listing, interviewing and select the best from majority and send them to concerned Public Service organizations table 4.5 and 4.6.

The Municipal Executive Director (M.E.D) appoints, allocates and employs those candidates to required working station(s) per the municipal requisition. It is here, at the Municipal where by M.E.D through his recruitment board and MAHRO confirm, promote and at time disciplinary measure taken to concerned employee when necessary, through Lawson (HCMIS) database.

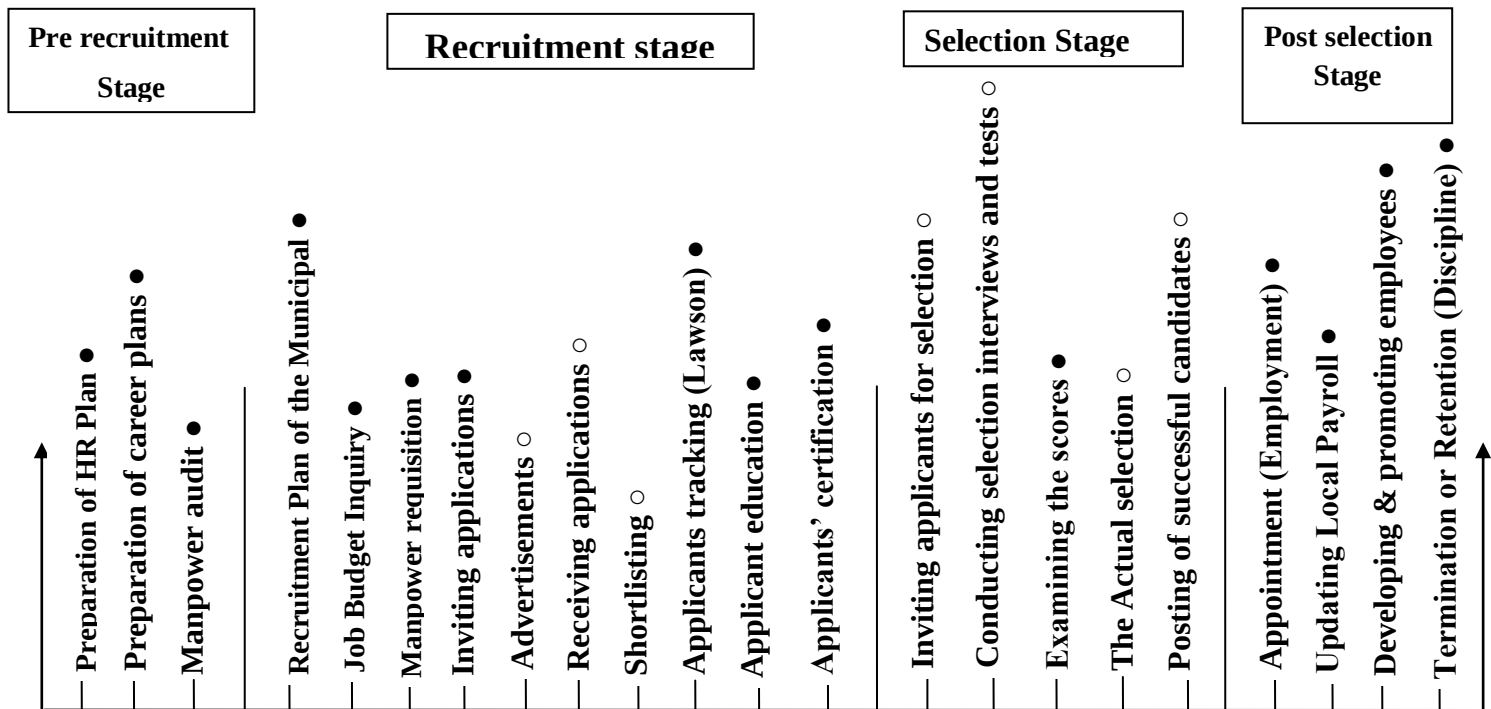
Table 4.8 Percent of Responsibilities shared by concerned organizations in recruitment and selection process

	Items	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secretariat	46	68.6	69.8	69.8
	Municipal	21	31.4	30.2	100.0
	Total	67	100.0	100.0	

Source; field work, 2013

Table 4.8 suggests that, Public Service Recruitment Secretariat has high percent of responsibilities and performs the critical role in the selection process by 68.6% from that of Municipals. This is a critical challenge to normal operations of Municipals to work with employees who are not selected from local priorities setting. To address the issue a claim from the head of Community and Social Welfare blame the system of selection by public service recruitment secretariat which *fail even to consider balancing of gender in her department full of female only* (observed by researcher also) which make difficult to deal with affairs related to male in the Municipal. Even if PSRS performs selection process at high level of efficiency it intervene the operational and practical part of Municipals, therefore no autonomy at all.

Figure 4.6 Recruitment and Selection Autonomy Scale



Source: table 4.5 field work, 2013. **KEY** ● = Activities done by Municipal ○ = Activities done by PSRS

The scale figure 4.6 suggests that Ilala Municipal Council's autonomy in recruitment and selection process is 68.18% of the whole activities embedded in recruitment and selection process, the Municipal Human Resource Officer (MHRo) enjoys the autonomy to activities such as; Preparation of HR Plan, career planning, Recruitment Plan of the Municipal and applicant tracking by (Lawson software). The Public Service Recruitment Secretariat occupying 31.82% of the process, with the administration autonomy of crucial task of selection of successful applicants and posting them to public organizations for appointment procedures. Table 4.5 & 4.6

In addition, some departments call for procedural change because they receive employees very late, also due to financial constraints number of employees demanded did not match with those supplied, that affects departmental plans.

Also after running Spearman Correlation analysis from SPSS suggest that employment board at the Municipal has nothing to do with selection of personnel, see table below

Table 4.8 (b) Spearman's Correlations test

			Recruitment Board	Recruitment & selection
Spearman's rho	Recruitment Board	Correlation Coefficient	1.000	-.097
		Sig. (2-tailed)	.	.436
		N	67	67
	Recruitment & selection	Correlation Coefficient	-.097	1.000
		Sig. (2-tailed)	.436	.
		N	67	67

Source; table 4.5(a) field work, 2013

4.3 The higher the number (quantity) of human resources recruited and selected by Local government the higher the autonomy of the local authority

The study built-up on the idea that explains factors influencing the issue of Ilala Municipal autonomy in selection and recruitment, in such a way variable of quantity (amount) of personnel recruited by the Municipal justifies independent level the municipal has at the time when selection and recruitment performed. Therefore the variable of quantity clarify that 92.5% of employees are hired by public service recruitment secretariat while the municipal deals with the lower cadres, workers who are employed on temporary terms and paid from municipal revenue collections contributed by 4.5% of respondents. Where as 3.0% of respondents do not know procedures and how employees are selected. Hence in terms of quantity the municipal found with deficit of man-power posted against the Municipal demand from Public Service Recruitment Secretariat in its administration of recruitment and selection process resulted by budget constraints from treasury.

The municipal sections and departments gather their shortage of man power to Municipal Administrative and Human Resource Officer (MAHRO) who assemble those demand requisitions in Municipal establishment employee ratio (ikama) and write to President`s Office Public Service Management (PO-PSM/Utumishi) for a permit to

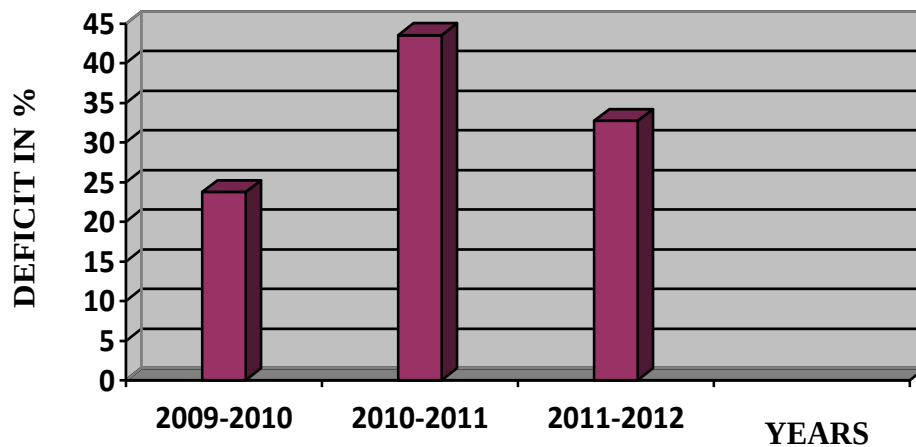
employ, then such a permit directed to PSRS for vacancy announcement, selection (short listing), call for interview and finally sent to municipals for appointment in relation to their demand. Table.4.6

Table. 4. 9 Municipal Manpower demand in three fiscal years

QUANTITY	Financial Years											
	2009 - 2010				2010 - 2011				2011 - 2012			
	Demand	Supply	Deficit	Deficit %	Demand	Supply	Deficit	Deficit %	Demand	Supply	Deficit	Deficit %
	311	179	132	23.74	462	220	242	43.53	362	180	182	32.73

Source; Municipal and Administrative Human Resource Officer, field work; 2013

Figure 4. 7 Municipal Manpower Deficit in percentage for three years



Source. Table 4. 9.

Table 4. 9 entails high demand of human resource for vacancies in the municipal most of them with professions; however Public Service Recruitment Secretariat did not fill the vacancies as required, due to some constraints, including financial. But it was very worse to those departments whose demand did not taken into consideration.

For instance, in the financial year 2010 - 2011 priority was given only to demand from Healthy Department, because of the increase of Municipal health centers and ruling party manifesto to boost the Healthy sector {by Municipal Establishment Employees Ratio (IKAMA) Report, 2010-2011}. Therefore the public service recruitment secretariat is insufficient to meet man power demands from municipalities.

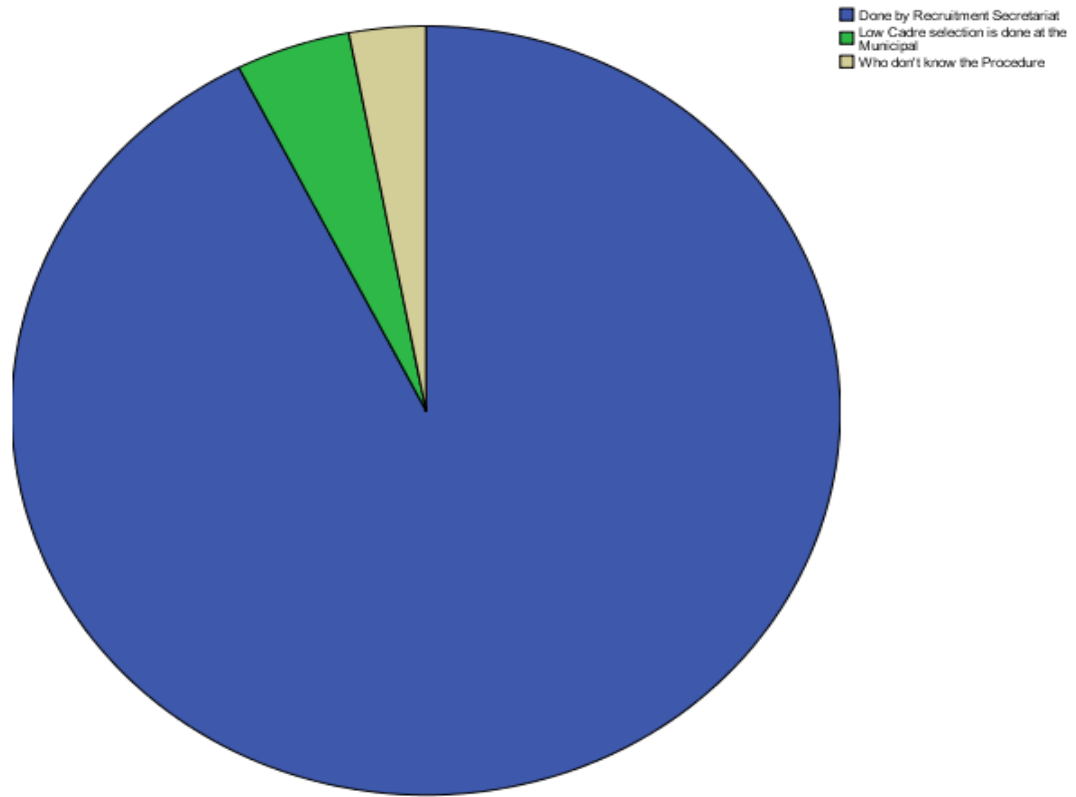
The study rejected the null hypothesis which claimed that, the higher the number (quantity) of human resources recruited and selected by Local government the higher the autonomy of the local authority. That is the lower the quantity of human resources recruited and selected by Local government the lower the autonomy of the local authority.

Table 4.10 Testing of Null hypothesis number one

Items		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Done by Recruitment Secretariat	62	92.5	92.5	92.5
	Low Cadre selection is done at the Municipal	3	4.5	4.5	97.0
	Who don't know the Procedure	2	3.0	3.0	100.0
	Total	67	100.0	100.0	

Source: Field work, 2013

Figure 4. 8 Analysis of hypothesis number one



Source: Table 4.9; 2013

Researcher tested the null hypothesis to justify its claim that the higher the amount (quantity) of personnel recruited by the Municipal justifies its autonomy. Table 4.6 illustrates the observed frequency for Ilala municipal quantity of personnel recruited.

Table 4.11 Selection and recruitment by Public Service Recruitment Secretariat and Municipal Selection and Recruitment

	SDBRS (A)	NO SDBRS (a)	TOTAL
SDBM (B)	62	03	65
NO SDBM (b)	04	59	63
	66	62	128

Source; Table 4.5 and 4.6 field work; 2013.

Calculation for chi- square (X^2) as follow

Let A = SDBRS

Let a = NO SDBRS

Let B = SDBM

Let b = NO SDBM

Let N = Total number of Respondents

$$\text{Expectation of (AB)} = \frac{A \times B}{N} = \frac{66 \times 65}{128} = 34$$

$$\text{Expectation of (aB)} = \frac{a \times B}{N} = \frac{62 \times 65}{128} = 31$$

$$\text{Expectation of (Ab)} = \frac{A \times b}{N} = \frac{66 \times 63}{128} = 32$$

$$\text{Expectation of (ab)} = \frac{a \times b}{N} = \frac{62 \times 63}{128} = 31$$

Table 4.12 Chi-square Calculation

GROUP	OBSERVED FREQUENCY(OB)	EXPECTED FREQUENCY(EF)	(OB – EF)	(OB – EF) ²	$\frac{(OB - EF)^2}{EF}$
AB	62	34	28	784	23.06
Ab	03	32	-29	841	26.28
aB	04	31	-27	729	23.52
ab	59	31	28	784	25.29

$$X^2 = \sum \frac{(OB - EF)^2}{EF} = 24.52$$

Table 4.12 (b) Cross tabulation

		SDBM		Total
		SDBM	NO SDBM	
Recruitment Secretariat	SDBRS (A)	65	1	66
	NO SDBRS(a)	0	62	62
Total		65	63	128

Table 4.12 (c) Chi-Square Test

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.241E2 ^a	1	.000	.000	.000
Continuity Correction ^b	120.151	1	.000		
Likelihood Ratio	167.050	1	.000		
Fisher's Exact Test					
Linear-by-Linear Association	123.090	1	.000		
N of Valid Cases ^b	128				

Source; table 4.12

Therefore the chi-square (x^2) value was 24.52, the value count less than 5 whose expected count at that value is 30.52 which is high value than calculated value; hence the null hypothesis was rejected. Therefore the lower the quantity of human resources recruited and selected by Local government lower the autonomy of the local authority.

4.4 The less the interference from central government on Human Resource issues particularly in recruitment and selection the higher the autonomy of the Local Government Authority in recruitment and selection functions

Once Local authority is free from any interference of central government in matters related to Human resource selection as well as recruitment justifies independence level the authority has, this is the base upon which the second hypothesis of this study built on. Based on such conceptual idea, the study developed on variables such as; the municipal select, recruit and appoint its own personnel, (MSRAP) and the municipal plan as well as implement its priorities in relation to resources settled (MPIPRS).

4.4.1 Municipal Recruit Select and Appoint its own Personnel

This segment intended to investigate if the municipal select its own human resources per the demand of departments and sections, as stated in reform programme of 1998. As shown in table 4.5, 92.5% of respondents commented that such a responsibility at most is performed by Public Service Recruitment Secretariat, after receiving manpower demand from municipals. However in analyzing the concept 6.4% of respondents (Heads of Departments and Employees) from four departments; Trade and Finance, Water and Works, Municipal Development and Social Welfare and finally the Agriculture and Livestock perform selection on their own after getting a permit, from (PO-PSM) followed by announcement, application invited, shortlisted and interviewed.

Table 4.7 (b) Who (organ) responsible for Selection and Recruitment

Items		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Done by Recruitment Secretariat	62	92.5	92.5	92.5
	Low Cadre selection is done at the Municipal	3	4.5	4.5	97.0
	Who don't know the Procedure	2	3.0	3.0	100.0
	Total	67	100.0	100.0	

Source; table 4.5(a) field work, 2013

Table 4.7 (c) Descriptive Summary

	N	Minimum	Maximum	Mean	Std. Deviation
Recruitment & selection	67	1	3	1.10	.394
Valid N (listwise)	67				

Source; table 4.5(a) field work, 2013

Table 4.5 (c) prove high diversion from the mean, 1.10 compared to standard deviation, .394 to the study implies high domination of recruitment secretariat to selection and recruitment functions as compared to other institutions particularly Ilala Municipal Council.

Table 4.7 (d) Pearson Correlations test

		Recruitment Board	Recruitment & selection
Recruitment Board	Pearson Correlation	1	-.086
	Sig. (2-tailed)		.491
	N	67	67
Recruitment & selection	Pearson Correlation	-.086	1
	Sig. (2-tailed)	.491	
	N	67	67

Source; table 4.5(a) field work, 2013

When running SPSS for a chi-square test, to justify the concerned board for recruitment and selection function, below is the result.

Table 4.7 (e) Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.630 ^a	4	.960
Likelihood Ratio	1.149	4	.886
Linear-by-Linear Association	.484	1	.487
N of Valid Cases	67		

a. 8 cells (88.9%) have expected count less than 5. The minimum expected count is .09.

Source; table 4.5(a) field work, 2013.

Since the expected value counted below 5 whose count is 0.09 the study rejected the notion that municipal is concerned with recruitment and selection function, and therefore it is the Public Service Recruitment Secretariat responsible for.

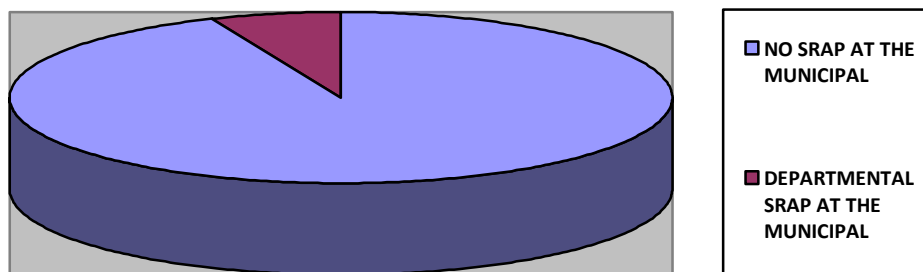
This suggest that, some department at the Municipal are autonomous in selection of its own personnel from recruitment secretariat, this is because of technical matters those departments are dealing with, although they are very few compared to 93.6% of Municipal's employees selected by recruitment secretariat. Table and Figure 4.6 show the results

Table 4. 13 Municipal Recruit, Select and Appoint its own Personnel

	Frequency	Percentage %	Cumulative percent
NO SRAP AT THE MUNICIPAL	59	93.6	93.6
DEPARTMENTALSRAP AT THE MUNICIPAL	04	6.4	100
TOTAL	67	100	

Source: field work; 2013

Figure 4.9 Municipal Select, Recruit and Appoint its own Personnel



Source: Table 4.6; 2013

Table 4.14 Recruitment, Selection, and Appointment (Quantity) done by Municipal

	2010		2011		2012	
Cadres	Select	Recruit	Select	Recruit	Select	Recruit
Personal secretary	12	12	14	14	26	11
Drivers.	07	07	13	11	-	-
Messengers.	15	09	07	05	14	06
M.E.O	45	45	30	20	-	-
Mercenaries.	82	82	36	36	-	-
TOTAL	161	155	100	86	40	17

Source: Municipal and Administrative Human Resource Officer, field work; 2013

4.4.2 Municipal plan as well as implement its priorities in relation to resources settled

Mainly under this sub section the study aimed to investigate the concept that, the municipal is free from central government interference in terms of setting plans as well as implementing them in relation to priorities analyzed at the municipal per available resources (MPIPRS).

In response to such a concept researcher set a question as to whether there are some departments together with its sections receive instructions from central government in running their responsibilities, that is, central government interference to the municipal plan (CGIMP).

62.6% of respondents disclose and reveal that they obtain instructions with conditionality on how to go about, the situation, mostly affect Municipal Administration command from Prime Minister's Office Regional Administration and Local Government (PMO-RALG)/(TAMISEMI)

Selection of Municipal Executive Director (M.E.D) by Prime Minister and Municipal Mayor others affected are; Department of water and work, (from Ministry of Work) Department of Community and Social welfare (from Ministry of Social welfare) Department of Education (from Ministry of Education), Department of Trade and Finance (from Ministry of Finance, HIV Mkapa Foundation, and Social welfare).

Whereas 29.9% of respondents reject the interference of central government to their department and sections, on the other hand 7.5% do not know whether central government tends to interfere Municipal's plans. This means central government sometimes is a barrier to Municipals to attain much of their plans and priorities in time as scheduled.

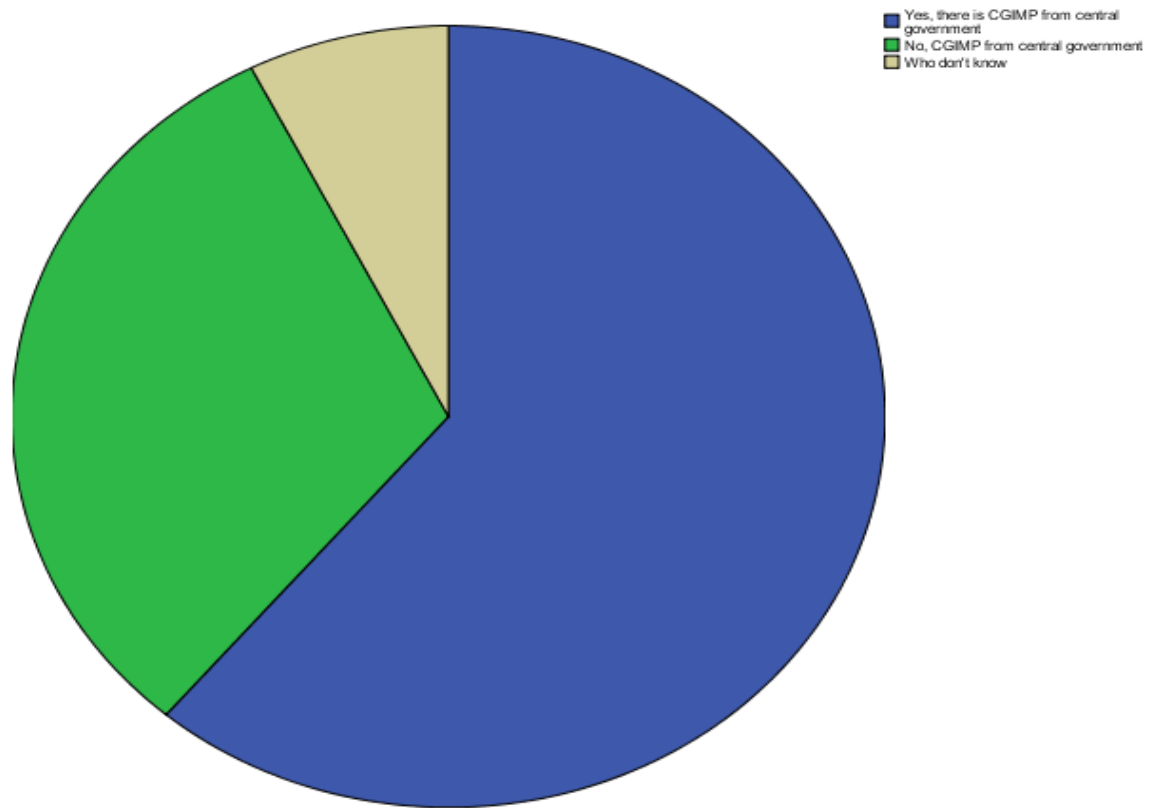
Worse enough in matters related to interference of central government to municipal is related to revenue collection, the Municipal is capable in collecting and raising its revenue from various sources available in, but central government chip-in and say it is a duty of Tanzania Revenue Authority (TRA). Table 4.7 and Figure 4.7 show the results.

Table 4.15 Municipal plans as well as implement its priorities in relation to resources settled

Items		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes, there is CGIMP from central government	41	61.2	61.2	61.2
	No, CGIMP from central government	21	31.3	31.3	92.5
	Who don't know	5	7.5	7.5	100.0
	Total	67	100.0	100.0	

Source: field work; 2013

Figure 4.10 Municipal plans as well as implement its priorities in relation to resources settled



Source: Table 4.7; 2013

Table 4.16 Municipal Select Recruit and Appoint Personnel (MSRAP) and Municipal Plan Implement per Resource Settled (MPIPRS)

	MSRAP (A)	NO MSRAP (a)	TOTAL
MPIPRS (B)	04	59	63
NO PIPRS (b)	41	21	62
TOTAL	45	80	125

Source; Table 4.6 and 4.7 field work 2013

Let A = MSRAP

Let a = No SRAP

Let B = MPIPRS

Let b = No PIPRS

Let N = Total number of respondents.

Calculation for chi- square (X^2) as follow

$$\text{Expectation of (AB)} = \frac{A \times B}{N} = \frac{45 \times 63}{125} = 23$$

$$\text{Expectation of (aB)} = \frac{a \times B}{N} = \frac{80 \times 63}{125} = 40$$

$$\text{Expectation of (Ab)} = \frac{A \times b}{N} = \frac{45 \times 62}{125} = 22$$

$$\text{Expectation of (ab)} = \frac{a \times b}{N} = \frac{80 \times 62}{125} = 39$$

Table 4.17 Chi-square Calculation

GROUP	OBSERVED FREQUENCY(OB)	EXPECTED FREQUENCY(EF)	(OB – EF)	(OB – EF) ²	$\frac{(OB - EF)^2}{EF}$
AB	04	23	-19	361	15.69
Ab	41	22	37	1369	62.23
aB	59	40	01	01	0.025
ab	21	39	-18	324	08.31

$$X^2 = \sum \frac{(OB - EF)^2}{EF} = 16.57$$

The value of (X^2) is 16.57, less than the expected value; the value of X^2 at 5% of selection and recruitment function is 22.32 therefore the collected data was not enough to justify the null hypothesis number two, that is the null hypothesis was rejected. This means, the less the interference from the central government on Human Resource issues particularly in recruitment and selection the lower the autonomy of the Local Government Authority in selection and recruitment functions

Table 4.17 (b) Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	69.196	1	.000	.000	.000
Continuity Correction	66.131	1	.000		
Likelihood Ratio	87.973	1	.000		
Fisher's Exact Test					
Linear-by-Linear Association	68.643	1	.000		
N of Valid Cases	125				

Table 4.17 (c) Rank Correlations

			MSRAP	MPIPRS
Spearman's rho	MSRAP	Correlation Coefficient	1.000	.744**
		Sig. (2-tailed)	.	.000
		N	125	125
	MPIPRS	Correlation Coefficient	.744**	1.000
		Sig. (2-tailed)	.000	.
		N	125	125

**. Correlation is significant at the 0.01 level (2-tailed).

4.5 The higher the degree of empowering Local authority in decision making the higher the autonomy of Local government concerned in decision making and approve recruitment and selection process

Mostly, this hypothesis study some effort(s) made by central government to empower local authorities (CGEELA) with ability to select its own personnel, basing on central-local relation sub-policy, the government will therefore have the function of; supporting

as well as capacity building and quality assurance body within local authorities (LGRP, 1998; 6) table 4.7 provides information that the government instead of supporting local authorities what it normally do is interference, 10 respondents interviewed 60% agree that government did some efforts.

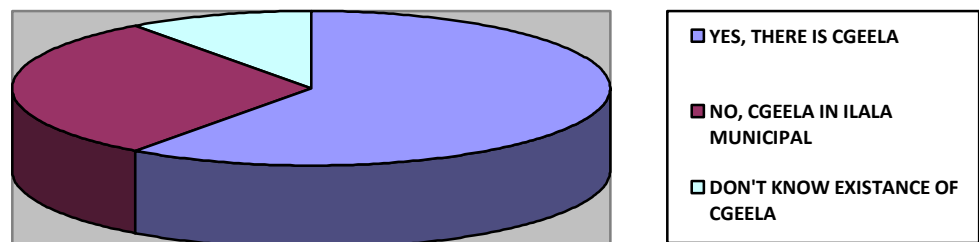
However they are not sufficient enough for local authorities to run on its own that is why they are still dependent on operation cost (OC) from central government to run its projects, while in second phase. 30% reject existence of central government's effort, claiming local authorities are sub-branch(s) to fulfill central governments' demands. 10% did not know such effort(s)

Table 4.18 Central Government Effort to Empower Local Authorities

	Frequency	Percentage %	Cumulative percent
YES, THERE IS CGEELA	06	60	60
NO, CGEELA IN ILALA MUNICIPAL	03	30	90
DON'T KNOW EXISTANCE OF CGEELA	01	10	100
TOTAL	67	100	

Source: field work; 2013

Figure 4.11 Central Government Efforts to Empower Local Authorities



Source: Table 4.8; 2013

Table 4.19 Central government Efforts in Empowering Local Authority and Selection Done by Recruitment Secretariat

	CGEELA (B)	NO CGEELA (b)	Total
SDBRS (A)	06	03	09
NO SDBRS (a)	62	03	65
	68	06	74

Source; Table 4.5 and 4.8 field work 2013

Let A = SDBRS

Let a = No SDBRS

Let B = CGEELA

Let b = No CGEELA

Let N = Total number of respondents.

Calculation for chi- square (X^2) as follow

$$\text{Expectation of (AB)} = \frac{A \times B}{N} = \frac{09 \times 68}{74} = 08$$

$$\text{Expectation of (aB)} = \frac{a \times B}{N} = \frac{65 \times 68}{74} = 60$$

$$\text{Expectation of (Ab)} = \frac{A \times b}{N} = \frac{09 \times 06}{74} = 0.73$$

$$\text{Expectation of (ab)} = \frac{a \times b}{N} = \frac{65 \times 06}{74} = 05$$

Table 4.19 (b) Chi-square Calculation

GROUP	OBSERVED FREQUENCY(OB)	EXPECTED FREQUENCY(EF)	(OB – EF)	(OB – EF) ²	$\frac{(OB - EF)^2}{EF}$
AB	06	08	-02	04	0.5
Ab	03	0.73	2.27	5.15	7.06
aB	62	60	02	04	0.07
ab	03	05	-02	04	0.8

$$X^2 = \sum \frac{(OB - EF)^2}{EF} = 0.114$$

Table 4.19 (c) Chi-Square Test Statistics

	Recruitment Secretariat	Empowerment
Chi-Square	.125	1.000
df	1	1
Asymp. Sig.	.724	.317

The calculated value for Chi-Square (X^2) is 0.114, which is much less than 4.5 expected frequency at the value of 5 in chi-square. From the computation the null hypothesis was rejected, that is, the lower the degree of empowering Local authority in decision making lowers the autonomy of Local government, in decision particularly in recruitment and selection process.

Table 4.19 (d) Pearson Correlations

		Recruitment Secretariat	Empowerment
Recruitment Secretariat	Pearson Correlation	1	.
	Sig. (2-tailed)		.000
	N	128	9
Empowerment	Pearson Correlation	.	1
	Sig. (2-tailed)	.000	
	N	9	9

4.6 Who is doing the function and at which level?

The function of recruitment and selection is done in collaboration between Ilala Municipal through its administrative office by MAHRO and the Public Service Recruitment Secretariat. At different level of the process; the later dominate the process by conducting the process of selection at the country level, across all demand of municipal countrywide after getting the permit from the national treasury table 4.5. It is at the level of municipals where selection and recruitment process began by establishing job budget to fit Human Resource plans in the assistance of Lawson software.

It is the municipal through its full council that decide to recruit and select per the municipal manpower requisition and job budget inquiry established. However this is not the final stage it is the PSRS that will opt for selection and recruitment to take place based on the permit and budget from national treasury.

4.6.1 Roles played by the Ilala Municipal Council on the performance of the functions

It was observed that Ilala Municipal Council perform recruitment and selection functions in a partial way. It joins efforts with other stakeholders such as PO-PSM, PSRS, Councilors, PMO-RALG and Treasury. Each of these organs has roles to play that complement to the other. But the Municipal is concerned with; Establish manpower demand, Job budget, job list, applicant tracking, by Lawson software certification, Appointment of personnel, Employ, Confirm, promote and Disciplinary measures, table 4.6 it is also concerned with low cadre selection 4.5 and 4.7 however the role of selection of personnel is performed by Public Service Recruitment Secretariat table 4.5.

Despite the Ilala Municipal Council involvement in recruitment and selection process for 68.18% figure 4.6 it has no autonomy over the process as; the process is done by collaboration not on its own, secondly it seek permit to employ from central government's agencies such as PO-PSM as well as PSRS. Hence no autonomy in recruitment and selection for IMC.

4.6.2 Any conflict or harmony with other stakeholders in recruitment and selection?

Presence of agreement or disagreement among the stakeholders involved in the whole process of selection and recruitment. From the findings it was observed that there was no balance of roles among stakeholders. Municipals perform selection and recruitment of low cadres table 4.14. Whereas professionals, heads of departments and other staffs whose salary level range from TGTS C and above their selection performed by Public

Service Recruitment Secretariat (PSRS) while their employer is Executive Director and working under his supervision.

Conflict emerge when the secretariat limit the number of manpower demanded by the municipal. As a result of budget constraints, sometimes the kind of personnel supplied by PSRS found to have low qualification and standard in performance than required by the concerned municipal, “*Some time the capacity of employees from secretariat are not of required standard*” one respondent commented that when he was filling a questionnaire given to him.

It is a conflict than the functions could be left to be performed by municipal on its own to justify its autonomy table 4.5. Worse enough is contradiction in legislation, “*local government will thus have recruit and select their own personnel, organized in a way decided by the respective councils in order to improve service delivery...accountable to local councils*” (LGRP 1998; 6C)

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.0 Introduction

This segment provide arguments based on findings presented in chapter four, basically the way variables appeared the way they are, in relation to reality.

5.1 The higher the number (quantity) of human resources recruited and selected by Local government the higher the autonomy of the local authority

The study has rejected the null hypothesis, which state that the higher the number (quantity) of human resources recruited and selected by Local government the higher the autonomy of the local authority. It has been proved that the quantity of human resource recruited and selected by Ilala municipal does not justify its autonomy.

The study has found that high number (quantity) of human resource are not selected by Municipals Councils, despite being employees of those public organizations, their selection are governed by Public Service Recruitment Secretariat, therefore the study refuse the autonomy level of Ilala Municipal to exist basing on the notion of recruitment and selection of its own personnel, as stated in Policy Paper on Local Government Reform Programme, of 1998, that is, selection is not performed at Municipal level.

Performing recruitment and selection of 4.5% (table 4.5) of lower cadre, and participation in testing and interviewing applicants is very small percent to validate autonomy level possessed by Ilala Municipal. With potential sources of revenues to run its own budget and pay its personnel, through local payroll, it is obvious Municipal income consumed outside the Municipal priorities, which is interference. These findings are in line with that of (Imhanlahimi, 2009) in Nigeria. Hence in recruitment and selection functions Ilala Municipal Council`s autonomy is mostly limited.

5.1.1 The less the interference from central government on Human Resource issues particularly in recruitment and selection the higher the autonomy of the Local Government Authority in recruitment and selection functions.

The study has rejected the null hypothesis number two that, since there is existence and operation of Public Service Recruitment Secretariat justifies interference to municipal's matters related to recruitment and selection, since selection is not done at the Municipal level. Such an interference contradicts with the autonomy of Municipals to select employees basing on its priorities to improve service delivery, (PPLGR 1998: 6) also municipal requisition on man power are not well covered by the secretariat since selection was not settled by Municipals, as result municipal end up with few or unqualified employees than what has been inquired from PSRS. That is why in every financial year municipal request a permit to employ so as to fill the gap left by the PSRS in previous year.

Moreover, interference to municipals is not only on matters related to recruitment and selection of personnel, as pointed out previously in this study, the Municipal Administration receives instructions and procedures from Ministries and Agencies of central government, such as PMO-RALG, on how to go about in management of the Municipal, for instance when receiving capitation (O.C) from central government normally accompanied by break-down as well as priority areas upon which it will be used in, why should it not be left for Municipal to finance their developmental projects. In addition, one councilor recorded said, “... *Manispaa hazitaachwa kuingiliwa kwani ni matawi ya serikali kuu kutimiza matakwa yake, pia chama tawala ndicho kinachounda serikali sera zake hutimizwa humohumo kupitia Manispaa...*” he meant that, “Interference will never end since municipals are there to fulfill party manifesto, and they are the sub-branches of central government, and it is the ruling party that make-up a government”. On the other hand it is the central government avoids providing municipals full autonomy so as to regulate regional inequality and emergence of powerful municipal in financial as well as political and overpower the state government.

5.1.2 The higher the degree of empowering Local authority in decision making the higher the autonomy of Local government concerned in decision making and approve recruitment and selection process

The study rejected this hypothesis, since the level of empowering local authority in decision making from central government is not sufficient to strengthen municipal's capacity in decision making particularly in recruitment and selection process.

The third hypothesis, provides results about empowerment efforts done by central government to address the issue of central-local relationship, the study proves the existence of some efforts to 60% however they are not enough, as compared to the second phase reached by the Reform Programme. Since government's interference still found in, and as well happen to hinder municipals progress, this is because of central government tendency to dominate resources and managerial affairs in the state.

Central government to large extent happen to approve local authorities plans such that of seeking for a permit to employ from central government, through Treasury and Recruitment Secretariat, it is a barrier to local autonomy, worse enough they are stipulated in frameworks and some provisions. It is therefore enough time for local Administrative authorities to perform duties independently in regards to their established preferences.

Hence, the study verifies existence of effort by central government and here by call for much of them be done to empower municipals, as stated in central-local relation sub policy of reform programme.

5.2 Discussion on sharing of functions in the process of recruitment and selection

Basing on the significance of the functions (recruitment & selection) the study was guided by a conceptual idea that, there is a division of labour and sharing of responsibilities so as to accomplish the task of selection. Under such idea it is the Municipal and the Public Service Recruitment Secretariat, collaboratively make up the work success. It is 79.1% of respondents prove that the selection process is centralized

to the Public Service Recruitment Secretariat alone, Municipal together with PSRS contribute to 16.4% and 4.5% are not aware of the procedure used often. Which means only the Public Service Recruitment Secretariat performs the duty of selection at large with slightly support from Municipal.

5.3 Discussion on Roles performed by each organ in Recruitment and Selection Process

5.3.1 Roles performed by Municipal in Recruitment and Selection Process

The concerned municipal initiate the process of recruitment and selection by identification of its manpower requisition from various sections as well as departments, this process is continuously done by the Municipal Human Resource Officers. Formulation of human resource plan and job budget to match with the municipal recruitment plans. It is the Municipal full council that approves the job budget on demand. The process reaches to the step of requesting a permit to recruit from President`s Office Public Service Management. It is the PSRS that perform selection process; by specification outlined by PO-PSM/Utumishi, the Municipal receives the successful applicants for appointments, promotions and for disciplinary measures table 4.5. All these activities takes place at the Municipal level and are facilitated by the Lawson software operated by Municipal Human Resource Officer.

Now it is a challenge to Municipals as to why they perform as well as engage in recruitment and selection process in a half way, by so doing is to reject Municipal`s autonomy in the process. Therefore, the entire process be centralized at the Municipal level for the best result as well as to maximize efficiency in service delivery in relation to reform programme of 1998.

5.3.2 Roles performed by Public Service Recruitment Secretariat (PSRS)

After receiving the application to recruit from Municipals together with the permit to recruit specific number of employees from PO-PSM, this organ gather all application from different organizations in scope of its operation country wise, {Public Service Amendment Act No. 18 2007. Sect. 29 (1)} it further request for a permit to conduct

selection to the requisitions stated by Organizations from National Treasury. The PSRS advertise the stated job vacancies, on line as well as in medias followed by receiving applications, shortlisting, conducting interviews and tests to applicants, it is then analyses the interviewees` scores. It is the selection of successful applicants centralized to this organ; the selected candidates then are posted to the respective public organizations for post-selection activities.

It is this organ that interfere recruitment and selection process to be done by Municipals despite the participation of members from Municipals, it is now time for Municipal to perform the process independently.

5.4 Discussion on Recruitment and Selection Scale

The scale shows a lot of activities done by concerned Municipal for 68.18% however this percent excludes selection process which is the central process for the Municipal to pick the best applicants for its setting to increase efficiency and development in general.

The essence of the study was to find the level of autonomy of Ilala Municipal in Recruitment and Selection process. Instead the scale suggests that 31.82% of activities related to selection of personnel centralized to Public Service Recruitment Secretariat and not at Municipal level. The state not only hinder Municipal`s autonomy but also influence deviation in terms of quantity as well as quality of selected applicants. It is an ample time for central government to empower employment board to perform selection of employees at local level. While the central government remaining with monitoring as well as supervision responsibilities.

5.5 Discussion on Monopolization of Recruitment and Selection process

It was observed that the Public Service Recruitment Secretariat (PSRS) dominate the selection process of personnel required by Municipals instead of the process being decentralized at Municipal level, the tendency of Municipals to request a permit to

recruit from President's Office Public Service Management (PO-PSM) rejects Municipals capability to perform the task.

This is interference of central government to Local Authorities mandate to recruit and select their own Human Resources in accordance to their local setting for improving service delivery and to enhance development. PO-PSM / Utumishi reduces the quantity of manpower required by municipals because of centralization tendency it has to the Recruitment and Selection process, as well as priorities established table 4.10, it is this tendency that costs organizations in terms of labour-force received, hence through this study rectification of routine process of recruitment and selection has to be done so as to facilitate Municipals' autonomy in recruitment and selection.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

This section presents the conclusion to various elements of the study and as well offer suggestions on what should be done so as to improve the matter investigated in the study in a way to bring about smooth management and administration of Local authorities for the country's development.

6.1 Conclusion

6.1.1 Autonomy

Autonomy of Ilala Municipal Council in recruitment as well as selection functions have not found to exist in 100%, the findings, suggest dependent of responsibilities between stakeholders involved in recruitment and selection the selection process dominated by Public Service Recruitment Secretariat (PSRS) national wise. Therefore Ilala Municipal Council does not perform recruitment and selection process independently. Ilala to accomplish selection process alone is not applicable practically. However IMC's members get involved in by setting technical questions to be used in testing the applicants, it justifies interference to the activities that could be done by Recruitment board together with Heads of Departments at Municipal level. Hence control and dominance tendency of Public Service Recruitment Secretariat (PSRS) in the selection process rejects the autonomy of local authorities in recruitment and selection process.

Public Service Recruitment Secretariat, should now shift from performing the actual selection process and be the supervisor of the selection process that will take place at Municipals level and other organizations through their established recruitment board. Member(s) from PSRS be involved to participate and monitor the process of recruitment and selection.

6.1.2 Interference from the central government

Local governments are legal and independent organs to plan and implement their developmental projects, in relation to their settings as well as resources available, any interference from other organ will demoralize and weaken the stated plans of municipals to bring about their own development. The study reveal presence of interference from central government to Ilala Municipal's Administration through PMO-RALG, PO-PSM as well as from some Ministries, on how to administer some Local Authorities' affairs contrary to Policy Paper on Local Government Reform Programme of 1998. It is illegal administratively; hence the central government has to play its role of supervising and supporting local authorities to avoid contradiction and unnecessary coalitions.

6.1.3 Local government empowerment

The Tanzanian local authorities to perform effectively a kind of support to them is inevitable, financial support to boost running costs of different developmental programmes, as well as capacity building to develop competence to municipal workers to utilize their own resources and finally to depend on their own. This could be achieved through sustainable programmes from central government together with developmental donors in line with ALAT, on top of that community members to participate in all level of support for their own advancement. also recruitment boards at municipal level have to be empowered by procedures, materials and financial support to enable them perform selection at local level instead of PSRS.

6.1.4 Government and Community

Generally, local governments in Tanzania are in climate to foster development for its community together with the whole country at large, as they possess competent personnel, natural resources, and manpower ready to work. It is only the political commitment and willing to support them, as well as community awareness about Local Governments' significance in their localities and take initiatives to support and work with them all the way to development. ALAT, RALG, Medias in collaboration with

line Ministries from central government to disseminate information concerning administration through Local governments also to support them in managing their affairs.

6.2 Recommendations

6.2.1 Central government has to be consistent in management, especially at the time of making provisions, the study reveals contradiction and controversy on which provision to stand on, in selection of personnel it is the reform programme that states each municipal will select and employ as well as to establish local payroll for her personnel, however the same task recently performed by Public Service Recruitment Secretariat, such a contradiction can only be avoided

by formulation of straight forward regulations. Consequently, it is now a time for the government to review those provisions and eliminate all unnecessary contradiction. Also to let the selection process be done at Municipal level and empowering municipal's recruitment boards.

In addition, central government has to play its role stated in the reform programme under the sub policy of central-local relation, it to be (1) policy making body, (2) monitoring as well as quality assurance body and (3) supportive and capacity building body. (LGRP, 1998; 6). Accomplishing all of these there will be no interference than guidance only.

6.2.2 Local authorities in Tanzania through its association of ALAT, have to initiate a joint effort to claim their right of independence in running their own management as well as developmental affairs. Collect revenue, make up budget implement and evaluate achievements it is possible at the local level. One of Mitaa executive officer during interview was recorded claiming that; "... *I am a graduate of Master degree of Public Administration at local level does it mean we don't know how to select our own personnel? ... it is only a politics...*" Therefore municipals are ready to implement reform programme as they have qualified personnel to do selection and recruitment, it's

only a permit to select from Central Government. Local Authorities have to claim that in deed.

6.2.3 Community have to be active, in the sense that they should not wait to be informed instead they have to make follow-up on matters that touches their life directly without any fair, by so doing it will awaken those who are concerned at municipal level and find themselves to have roles and responsibilities to play for the community.

Then it is the concern of the community to go around municipal notice board and information centers to find what is going on along those areas than waiting for those information to be delivered to everyone's home place. Therefore every member of the Municipal has to be responsible.

6.3 Area for further study

From the research findings, it is here by the researcher invite further research studies to be done upon the competent of public service recruitment secretariat in meeting demand of personnel established by Municipals, as well as how it cater for the concept of awareness to local setting, to provide better knowledge generation at the future, as well as effort towards Local Autonomy in performing managerial affairs.

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APPENDICES

APPENDIX IA

QUESTIONNAIRE FOR THE MUNICIPAL EXECUTIVE DIRECTOR

I'm a student of Mzumbe pursuing a master degree of public administration, I purposely select you a stakeholder of Local Authority to fill this Questionnaire on relevant information about the study I'm conducting, having a title of, "A STUDY ON LOCAL GOVERNMENT AUTONOMY IN RECRUITMENT AND SELECTION FUNCTIONS IN ILALA MUNICIPAL COUNCIL". For the partial fulfillment for the requirement of awarding a master degree of public administration. **Please adhere to the instruction in answering** and remember your comments and answers will be treated with high degree of confidentiality.

YOURS FAITHFUL

VALERIAN HERMAN

1. Sex (a) Male (b) Female { }

2. Occupation _____

3. Working Experience (a) 1 – 5 (b) 6 – 10 (c) 10 and above { }

4. Does your Municipal select and recruit its own Personnel in relation to its Local Setting?

(a) Yes { } (b) No { }

If no, why? _____

5. Who is (Organ) responsible for selection and recruitment of personnel in your Municipal?

6. How does the operation of recruitment secretariat affect your municipal in terms of selection and recruitment of personnel?

7. Are there some Department(s) in your Municipal that receives orders and guidelines from Ministry in Central Government? Yes { ☐ } No { ☐ }

If yes, what are those departments

8. In Ilala Municipal does selection and recruitment function done in collaboration with other stakeholders? Yes { ☐ } No { ☐ }

If yes, who are they

9. What are the responsibilities of each stakeholders involved in the process of selection and recruitment of personnel

10. Do you receive technical advices from central government in regards to managerial matters of the Municipal? Yes { ☐ } No { ☐ }

If yes, what are those Ministries/Agencies

11. What are the difficulties you are facing when implementing the policy of local government reform programme of 1998

12. What are your comments and opinions in improving Local government Autonomy?

APPENDIX IB

QUESTIONNAIRE FOR THE MUNICIPAL MAYOR

I'm a student of Mzumbe pursuing a master degree of public administration, I purposely select you a stakeholder of Local Authority to fill this Questionnaire on relevant information about the study I'm conducting, having a title of, "A STUDY ON LOCAL GOVERNMENT AUTONOMY IN RECRUITMENT AND SELECTION FUNCTIONS IN ILALA MUNICIPAL COUNCIL". For the partial fulfillment for the requirement of awarding a master degree of public administration. **Please adhere to the instruction in answering** and remember your comments and answers will be treated with high degree of confidentiality.

YOURS FAITHFUL

VALERIAN HERMAN

1. Sex (a) Male (b) Female { }
2. Working Experience (a) 1 – 5 (b) 6 – 10 (c) 10 and above { }
3. Are you aware about the Policy of Local Government Reform Programme of 1998?
Yes { } No { }
4. Does your Municipal select and recruit its own Personnel in relation to its Local demand?
(a) Yes { } (b) No { }

If no, why?

5. Who is (Organ) responsible for selection and recruitment of personnel in your Municipal?

6. How does the operation of recruitment secretariat affect your municipal in terms of selection and recruitment of personnel?

7. Are there some orders and instructions you receive from Ministry in Central Government concerning management and running of the Municipal? Yes { } No { }
If yes, what are those Ministry(s)

8. Does selection and recruitment function done in collaboration with other stakeholders in your Municipal? Yes { } No { }
If yes, who are they

9. What are the responsibilities of each stakeholders involved in the process of selection and recruitment of personnel

10. Is there any interference from central government to Municipal's plan and implementation process? Yes { } No { }
If yes, what are those interferences

11. What are the difficulties you are facing when implementing the Policy of Local government Reform Programme of 1998

12. What are your comments and opinions in improving Local government Autonomy?

APPENDIX IC

QUESTIONNAIRE FOR THE HEADS OF DEPARTMENTS

I, a student of Mzumbe pursuing a master degree of public administration, I purposely select you a stakeholder of Local Authority to fill this Questionnaire with relevant information related to the study I'm conducting, with the title "A STUDY ON LOCAL GOVERNMENT AUTONOMY IN RECRUITMENT AND SELECTION FUNCTIONS IN ILALA MUNICIPAL COUNCIL". For the partial fulfillment for the requirement of awarding a master degree of public administration. **Please adhere to the instruction in answering** and remember your comments will be treated with confidentiality.

YOURS FAITHFUL

VALERIAN HERMAN

1. Sex (a) Male (b) Female { }

2. Name of your Department _____

3. Current job title (Position) _____

4. Working Experience (a) 1 – 5 (b) 6 – 10 (c) 10 and above { }

5. Is your Department independent in planning for Municipal development projects it self?

Yes { } No { }

If not, Why

6. Does your department announce vacancies and recruit personnel to fill them on its own?

Yes { } No { }

If not, what are the procedures followed?

7. Is there a seat for your department in the board of selection and recruitment here in the Municipal? Yes { } No { }

If not, how it affects efficient in your department

8. Are the departmental demands taken into consideration in the process of selection and recruitment of Human resource for efficiency to the Municipal? Yes { } No { }

If not, why so

9. Does your department frequently communicate with community about departmental plans and achievements? Yes { } No { }

If yes, in which ways?

10. Apart from the Municipal, Do you receive any other technical advices from Agencies or Ministries in central government in running your department? Yes { } No { }

If yes, what are those Ministries/Agencies

11. In which ways does recruitment secretariat affect your department's performance in terms of selection of personnel?

12. Any comments regarding the Policy of Local Government Reform Programme of 1998 in relation to selection and recruitment.

APPENDIX ID

QUESTIONNAIRE FOR EMPLOYEES

I, a student of Mzumbe pursuing a master degree of public administration, I purposely select you a stakeholder of Local Authority to fill this Questionnaire with relevant information related to the study I'm conducting, with the title "A STUDY ON LOCAL GOVERNMENT AUTONOMY IN RECRUITMENT AND SELECTION FUNCTIONS IN ILALA MUNICIPAL COUNCIL". For the partial fulfillment for the requirement of awarding a master degree of public administration. **Please adhere to the instruction in answering** and remember your comments will be treated with confidentiality.

THANK YOU

1. Sex (a) Male (b) Female { }
2. Name of your Department _____
3. Your job title (Position) _____
4. Working Experience (a) 1 – 5 (b) 6 – 10 (c) 10 and above { }
5. Do you know any thing about the Policy of Local Government Reform Programme of 1998?
Yes { } No { }
6. In your department how employees (workers) are selected?

7. Does your department involved in selection of its employees (workers)? Yes { }
No { }
If no, what is the reason(s)

8. Are there some workers selected by Ministries/Agencies from Central Government and working with you in the same department? Yes { } No { } Many { } or Few { }

9. In your daily working do you receive instructions and guidelines from Central Government apart from Ilala Municipal? Yes { } No { }

10. What is your comment(s) regarding the Policy of Local Government Reform Programme.

DODOSO KWA AJILI YA MADIWANI/WATENDAJI WA KATA WA MANISPAA YA ILALA

Tafadhali jaza dodoso kwani wewe ni mdau wa serikali za mitaa, na kwa jinsi hiyo umeteuliwa ili kufanikisha utafiti unaochunguza “MAMLAKA ZILIZONAZO SERIKALI ZA MITAA KATIKA KUTEUA WATUMISHI WAKE. KATIKA MANISPAA YA ILALA”. Kwa lengo la kufanikisha kuhitimu shahada ya Uzamili (Master) katika fani ya Uongozi (Public Administration) katika chuo kikuu Mzumbe kampasi ya Morogoro. Unaombwa usome na kuelewa maelekezo kisha ujibu maswali kwa usahihi. Kumbuka maelezo na maoni yako yatafanywa kazi kwa usiri mkubwa sana kwa mujibu wa sheria.

1. Jinsia (a) Mwanaume { } (b) Mwanamke { }
2. Uzoefu katika kazi (a) 1-5miaka (b) 6-10miaka (c) 10 na zaidi { }
3. Je unafahamu chochote kuhusu sera ya maboresho ya Serikali za Mitaa (Local Government Reform Programme) ya mwaka 1998? (a) Ndio { } (b) Hapana { }
4. Je Manispaa inateua na kuajiri watumishi wake yenyewe? (a) Ndio { } (b) Hapana { }
5. Ni utaratibu upi unaofuatwa na Manispaa katika kuteua na kuwaajiri watumishi kwenye kada mbalimbali?

6. Je ni asilimia gani ya watumishi ambao huteuliwa na Manispaa %{ } na watumishi toka serikali kuu %{ } lakini wanafanyakazi katika Manispaa hii ya Ilala.
 7. Je uteuzi wa watumishi wa Manispaa hufanywa na Manispaa pekeyake, bila kushirikiana na asasi (Taasisi) zingine? (a) Ndio { } (b) Hapana { }
- Kama ni hapana, ni Taasisi zipi ambazo hushirikiana na Manispaa katika uteuzi wa watumishi.

8. Mbali na miongozo ya kiutendaji toka Manispaa, Je zipo idara ambazo hupokea miongozo hiyo toka Serikali kuu? (a) Ndio { } (b) Hapana { } Kama ndio, je ni idara zipi hizo?
-
9. Je Serikali kuu inafanya jitihada zozote katika kuziwezesha Manispaa kujitegemea zenyewe? (a) Ndio { } (b) Hapana { } Kama ndio, ni jitihada zipi?
-
10. Maoni na mapendekezo yako katika kuboresha Sera hii ya Maboresho ya Serikali za Mitaa.
-

APPENDIX II

INTERVIEW GUIDE QUESTIONS TO THE CUSTOMERS

1. Umri wako, (a) 20 –25miaka (b) 25 – 30miaka (c) 30 na zaidi { }
2. Jinsia yako (a) Mwanaume (b) Mwanamke { }
3. Elimu ya juu uliyohitimu? _____
4. Unaishi katika kata ipi? _____
5. Unafahamu chochote kuhusu Maboresho ya Sera ya serikali za mitaa (Local Government Reform Programme) ya mwaka 1998? (a) Ndiyo (b) Hapana { }
6. Ni njia zipi hutumika kukufikishieni habari wananchi pale mlipokutoka Manispaa?
7. Je upi utaratibu unaofuatwa na Manispaa ya Ilala katika kupendekeza na kuteua watendaji kazi katika nyazifa mbalimbali?
8. Manispaa inawapa fursa ya kupendekeza watendaji kazi ilikuziba nafasi mbalimbali katika mikakati ya kuboresha rasilimali zilizopo ndani ya manispaa ya Ilala? (a) Ndiyo (b) Hapana { }
- Kama ni hapana, ni taratibu zipi hufuatwa?

9. Je katika kata au mtaa unaoishi maamuzi ya shughuli za kimaendeleo hufanywa na nani?
10. Wananchi mnapatiwa taarifa za maendeleo ya Manispaa yenu mara kwa mara kupitia mbao za matangazo?
11. Je wananchi mnashiri kwa namna yoyote katika kuhoji na kuwakataa viongozi wa Manispaa wasiofaa kiutendaji? (a) Ndio (b) Hapana
12. Manispaa hupanga na kutekeleza majukumu yake pasipo kuingiliwa na mamlaka nyingine? Kama vile serikali kuu? (a) Ndio (b) Hapana
Ikiwa ni Hapana Tatizo ni nini?

13. Unatoa wito au maoni gani kuhusu sera ya maboresho ya serikali za Mitaa?

APPENDIX III

OBSERVATION KIT

1. To observe Municipal`s Vision and Mission if they reflects;
 - Local authority decision making about type and quantity of personnel in need.
 - Ilala Municipal`s command over its resources.
2. To Observe the Municipal`s Notice board for any recent vacant announcements.
3. To make a review to Municipal`s records of selection and recruitment for at least three (3) years back.
- 4 To observe Municipal Human resources demands at least three years back and how they filled them.
5. To find how the selection and recruitment board performs its roles at the Municipal.

APPENDIX IV

QUESTIONNAIRE FOR THE MUNICIPAL EXECUTIVE DIRECTOR OF ILALA MUNICIPAL

Please fill in the blank spaces as your response to open questions, whenever you find the space is not enough please turn the paper or ask for a plain paper, don't forget to write the number of such a question.

1. Sex

Code

1	Male
---	------

2	Female
---	--------

2. Occupation

1	Municipal Executive Officer
2	Administrative Officer

3. Working Experience

1	1 – 5 years
2	6 – 10 years
3	10 years and above

4. Municipal selects and recruits its own Personnel in relation to its Local Setting?

1	Yes
2	No

If no, why?

1	Answer shows recruitment secretariat perform it.
2	Answer shows Municipal perform it to low cadres.
3	Answer shows Neutrality (do not know)

5. Which Organ responsible for selection and recruitment of personnel in your Municipal?

1	Answer shows recruitment secretariat
2	Answer shows Municipal recruitment board.
3	Answer shows Neutrality (do not know)

6. How does the operation of recruitment secretariat affect your municipal in terms of selection and recruitment of personnel?

1	Answer shows no effect.
2	Answer shows low efficiency and standard.
3	Answer shows late in posting them to Municipals.

7. Are there some Department(s) in your Municipal that receives orders and guidelines from Ministry in Central Government?

1	Yes
2	No

If yes, what are those departments?

Answer related to some of municipal department(s)

8. In Ilala Municipal does selection and recruitment function done in collaboration with other stakeholders?

1	Yes
2	No

If yes, who are they?

1	Answer that show link to recruitment secretariat.
2	Answer shows link to higher learning institutions
3	Answer shows link to any organization in Tanzania.

9. What are the responsibilities of each stakeholders involved in the process of selection and recruitment of personnel.

1	Answer that show outlining manpower demand.
2	Answer shows selection, interviewing of applicants.
3	Answer shows appointment and recruitment of employees.

10. Do you receive technical advices from central government in regards to managerial matters of the Municipal?

1	Yes
2	No

If yes, what are those Ministries/Agencies?

1	Answer that relate to P.M.O Regional Administration and Local Authority
2	Answer relates to any professional ministries pertaining to department in the Municipal.
3	Answer relate to donors and other cooperative in development agencies.

11. What are the difficulties you are facing when implementing the policy of local government reform programme of 1998

1	Answer that show central government interference.
2	Answer shows deny of municipal independent in planning and implementing on its own.
3	Answer that shows no difficulties.

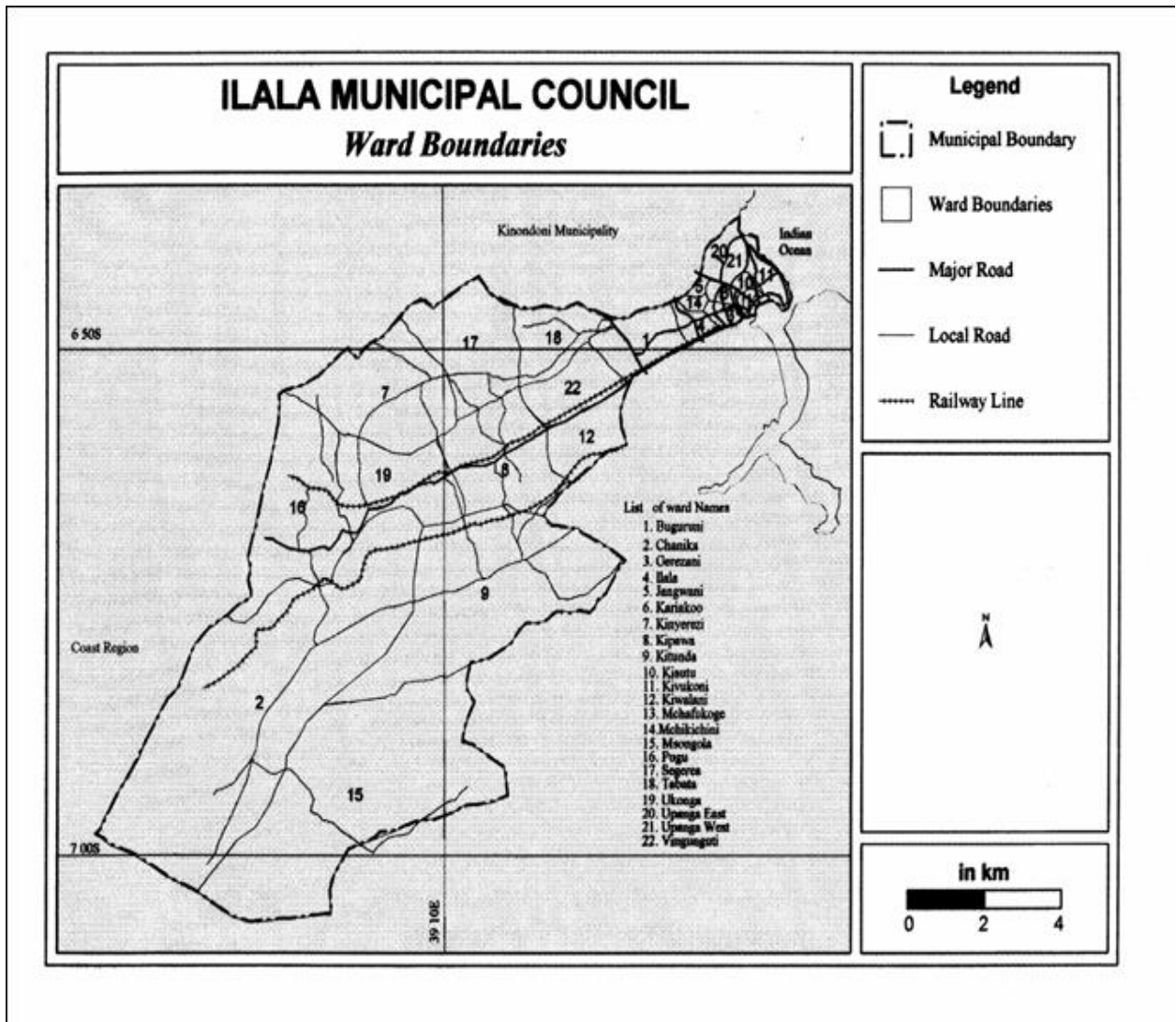
12. What are your comments and opinions in improving Local government Autonomy?

1	Answer that show municipal given power to do everything with little support from central government.
2	Answer that call for a review of the policy for municipal autonomy.
3	Answer that shows selection and recruitment of council staff be made at the council level.
4	Answer shows that the policy should be made known to everyone(transparency)
5	Answer that shows effective implementation of the policy as it has no problem.
6	Answer that shows no comment(s)

THANK YOU

APPENDIX V

A MAP OF ILALA SHOWING BOUNDARIES AND WARDS



Source; Google image (2011)

ORGANOGRAM OF ILALA MUNICIPAL