

MZUMBE UNIVERSITY

**SCHOOL OF PUBLIC ADMINISTRATION
AND MANAGEMENT (SOPAM)**

**THE IMPACTS OF INFORMATION AND
COMMUNICATION TECHNOLOGY
(ICT) ON PUBLIC
SERVICE REFORM PROGRAMME (PSRP)**



**A CASE STUDY OF PRESIDENT'S OFFICE- PUBLIC
SERVICE MANAGEMENT, DAR ES SALAAM.**

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RESEARCH ORIENTED

2012

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for the

Acceptance by the Mzumbe University, a research report titled “THE IMPACTS OF INFORMATION AND COMMUNICATION TECHNOLOGY ON PUBLIC SERVICE REFORM PROGRAM (PSRP)

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Major Supervisor

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ACKNOWLEDGEMENT

The writing of this report has successful accomplished through support given from different people. First of all, I would like to express my heartfelt gratitude to Almighty God for being with me in my life. His mercy acted as light toward the accomplishment of this research report.

Secondly, special thanks should go to my supervisor Mr Christopher Nyaruba of Mzumbe University who has being very well advice guideline work made this report possible. Also I would like to thank Minister of state President's Office Public Management Hon Hawa A Ghasia, Permanent Secretary Po - PSM Mr George Yambesi for accepting me to conduct research at the Ministry. I also extend my sincere appreciation to Head of ICT department at Po- PSM Mr Priskus Kiwango and Principal Human Resource Officer at Po- PSM Ailine B. Maro, Elly Anderson and all workers of Po – PSM. Gratefully, I would like to recognise the help of my father Mark Farahani and anybody who helped me in any way in my research and report.

DEDICATION

This work is dedicated to my beloved parents Francis, Mark Farahani and Marry Ng'unga.

My brother and sisters Focus, Andrew, Jeba, Pelagia, Lucas, Vida, Pastor Lubagula and my friends Saimon Baltazary, Emma Melkiard, Joyce Ernest, Erasto Kyando and Msasa Matatizo.

LIST OF ABBREVIATION

ATMs Automatic Teller Machines

CSR Civil Service Reform Programme

ICT Information Communication Technology

IT Information Technology

ITU International Telecommunication Union

MDAs Ministries Departments and Agencies

OPRAS Open Performance Review and Appraisal System

PO – PSM President’s Office Public Service Management

PSRP Public Service Reform Program

PSTN Public Switched Telephone Network

RFID Radio Frequency Identification

VSATs Very Small Aperture Terminals

ABSTRACT

The research was conducted to find out the impacts of Information and Communication Technology (ICT) on Public Service Reform Programme (PSRP) at PRESIDENT'S OFFICE-PUBLIC SERVICE MANAGEMENT Dar Es Salaam. Specific objectives of the study were to find out the reason for the change from Civil Service Reform Programme (CSRP) to Public Service Reform Programme (PSRP), also to find out which reform brought much successful results, also to find out the impacts of E- office (government) system and the impacts of Information and Communication Technology (ICT) on Public Service Reform Programme (PSRP).

The researcher used simple random sampling and judgemental sampling to obtain a sample from a target population whereby, a total number of 60 respondents out of 100 were selected. The respondents tried to give reliable and relevant information corresponding to the study. The methods used to collect data were Questionnaire, interview, observation and documentary sources. Qualitative and Quantitative analysis of data were used. Data were collected from different respondents. The study revealed that the reason from CSRP to PSRP was that, The CSRP was narrow in provision of services; it was centralized and therefore hindered the scope of service delivery to civil servants. And the reform programme which brought much successful results was PSRP because it resulted to better performance management system that facilitates service delivery. Also the researcher found the impacts of E- office (government) system which are; provision of quick internal services, improve quality of services, quick delivery of services, work simplification, poor understanding about the E- office (government) system and also inadequate infrastructure. Also the study revealed about the impacts of ICT on PSRP which are divided in two parts that is; the positive impacts including, it facilitates communication, good access of communication, good response of staffs to customer's enquiry, it simplifies work and time saving, easy finding of documents and it supports the maintenance of office environment. The negative impacts of ICT on PSRP are, there is no sufficient equipment, it affects body fitness, lose of data, high cost operation and lack of experts.

A researcher recommended that, Technical training on ICT usage and ICT tools management should be provided time to time to all Public Servants in order to sharpen their minds and make them competent and couple the change that is taking place in the Public Service day to day.

Also a researcher would recommend to the government that because ICT has become a pivot for social economic development in this era which Tanzania and the world is transforming systems from analogy to digital, there is a necessity of establishing or introducing computer lesson in the School syllabus from primary schools so that the country can produce competent not only public servants but also competent self and private workers.

TABLE OF CONTENT

CERTIFICATION	i
DECLARATION AND COPYRIGHT.....	ii
ACKNOWLEDGEMENT	iii
DEDICATION.....	iv
LIST OF ABBREVIATION	v
ABSTRACT.....	vi
LIST OF TABLES.....	x
CHAPTER ONE	1
INTRODUCTION	1
1.2 BACKGROUND OF THE STUDY	1
1.3 HISTORICAL BACKGROUND OF ORGANIZATION	3
1.4 STATEMENT OF THE PROBLEM.....	6
1.5 RESEARCH OBJECTIVES	6
1.6 RESEARCH QUESTIONS	7
1.7 SIGNIFICANCE OF STUDY	7
1.8 DELIMITATION OF THE STUDY	8
1.9 LIMITATION OF THE STUDY.....	8
CHAPTER TWO	9
INTRODUCTION	9
2.2 Areas where the Public Services Reform Program focus	10
2.3 Different between PSRP I and PSRP II	10
2.4 Meaning of ICT.....	10
CHAPTER THREE	18
RESEARCH METHODOLOGY AND PROCEDURES.....	18
INTRODUCTION	18
3.2 AREA OF THE STUDY	18
3.3 TARGET POPULATION.....	18
3.4 SAMPLE SIZE AND SAMPLING TECHNIQUES	19
3.4.1 Sampling techniques	19

3.4.2 Sample size	19
CHAPTER FOUR.....	22
PRESENTATION OF RESEARCH FINDINGS AND DISCUSSION	22
INTRODUCTION	22
4.1 REASON FOR THE CHANGE FROM CIVIL SERVICE REFORM PROGRAMME (CSR) TO PUBLIC SERVICE REFORM PROGRAMME (PSRP).....	22
4.3 IMPACTS OF E- OFFICE (GOVERNMENT) SYSTEM	22
4.4 IMPACTS OF INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) ON PUBLIC SERVICE REFORM PROGRAMME (PSRP)	24
CHAPTER FIVE	29
SUMMARY, RECOMMENDATIONS AND CONCLUSION.....	29
INTRODUCTION	29
5.1SUMMARY	29
5.3 CONCLUSION.....	31
REFERENCES	32
APPENDECES	33
APPENDIX 1: QUESTIONNAIRE FOR RESEARCH.....	33
QUESTIONNAIRE FOR RERCH	33

LIST OF TABLES

Table 1: Sample size

Table 2: Impacts of E- office (government) system

Table 3: The positive impacts of ICT on PSRP

Table 4: The negative impacts of ICT on PSRP

CHAPTER ONE

INTRODUCTION

This part introduces a reader on various introductory issues like background of the study, statement of the problem, research objectives and research questions, significance of the study, delimitation of the study and limitation of the study.

1.2 BACKGROUND OF THE STUDY

The Public service in Tanzania has undergone serious and immense reforms since independence. Below are the historical sequences of the reforms which have undergone since independence up to date. Tanzania's public service reform has a long and distinguished history. At the time of independence, the emerging nation of Tanganyika inherited a public service designed to serve its colonial roots. The upper end of the public service was dominated by non- Africans; there were few African doctors, managers and professionals. The size of government was small, with a focus on providing services to the colonial population. Reform, therefore entailed the building of institutional and human resource capacity to the needs of the new nation.

By the late 1960s, Tanzania adopted a policy of self- reliance, whereby government would be the primary producer and distributor of goods. This was intended to bring services closer to the people, a majority whom lived in rural areas. In terms of the public services, this led to a rapid expansion in both the scope and the size of government began undertaking a long and painful reform of its economic systems.

By the early 1990s a consensus emerged that the shift towards a free- market economy (where the private sector was to serve as the engine of growth) needed to be better reflected in the structure and size of the nation's public services. This consensus was expressed through designing and implementing the Civil Service Reform Program (**CSRP**) from 1993- 1998. **CSRP** focused on **COST CONTAINMENT** and the **RESTRUCTURING** of the Government.

During this period some of the main changes included:

A redefinition of government roles and functions. A Local Government decentralization program began, Executive Agencies were created and non-core services were 227 contracted out to the public sector. The exercise reduced ministries, departments and units by 25 percent.

The number of public service employees was significantly reduced from 355,000 in 1992 to 264,000 by the end of 1998; and

Salary levels were enhanced (in real terms) and a more transparent and efficient pay structure was created (by consolidating allowances into basic salaries)

By the late 1990s, it became apparent that CSRP had limitations in terms of scope and design and the impact it would have on improving the public service.

First, the nature of the problem changed. Following significant downsizing and the achievement of macroeconomic stability, the need to impose further cost containment lessened.

Second, Tanzania's move towards political pluralism amplified citizens' demands for improved service delivery. Such improvements were unlikely to arise through the Programme's narrow focus on cost cutting.

Third, by their very nature the CSRP reforms were painful to implement. The reforms imposed significant hardship on the general population, for example through the imposition of cost sharing arrangements. As public revenue collection increased, such initiatives became less relevant.

Based on the above limitations, the Government redesigned a more comprehensive Public Service Reform Programme (PSRP) whose implementation started in 2000. The main focus of PSRP is to improve Ministries, Departments and Agencies (MDAs) service delivery and regulatory functions through a more efficient Public Service.

PSRP implementation is spearheaded by the President's Office- Public Service Management. PSRP is implemented in a series of overlapping phases, each having a different theme: **PHASE I** was implemented from 2000 to June 2007 and its thrust was Instituting Performance Management Systems such as OPRAS and E- Office. **PHASE II** is implemented from 2008 to June 2012. Its thrust will be enhanced performance and accountability. **PHASE III** is envisioned to operate from July 2012 to June 2017. Its thrust is envisioned to be quality improvement cycles.

In improving the good governance, the Public Service Reform Program, emphasize is put on performance, results, accountability and responsiveness. This research gives a critical analysis of the Public Service Reform Program phases I and II (2000- 2012) specifically ICT as one major tool for performance management.

1.3 HISTORICAL BACKGROUND OF ORGANIZATION

Image Tanzania's public service reform has a long and distinguished history. At the time of independence, the emerging nation of Tanganyika inherited a public service designed to serve its colonial roots. The upper end of the public service was dominated by non- Africans; there were few African doctors, managers, and professionals. The size of government was small, with a focus on providing services to the colonial population. Reform, therefore, entailed the building of institutional and human resource capacity to respond to the needs of the new nation.

By the late 1960s, Tanzania adopted a policy of self-reliance, whereby government would be the primary producer and distributor of goods. This was intended to bring services closer to the people, a majority whom lived in rural areas. In terms of the public service, this led to a rapid expansion in both the scope and size of Government. However, by the mid 1980s, the economy was under-performing, there were shortages of essential goods, and the Government began undertaking a long and painful reform of its economic systems.

By the early 1990s a consensus emerged that the shift towards a free-market economy (where the private sector was to serve as the engine of growth) needed to be better reflected in the structure and size of the nation's public service. This consensus was expressed through designing and implementing the Civil Service Reform Programme (CSRP) from 1993- 1998.

CSRP focused on COST CONTAINMENT and the RESTRUCTURING of Government. During this period some of the main changes included:

A redefinition of Government roles and functions. A Local Government decentralization programme began, Executive Agencies were created and non-core services were contracted out to the private sector. The exercise reduced ministries, departments, and units by 25 percent. The number of public service employees was significantly reduced from 355,000 in 1992 to 264,000 by end of 1998; and Salary levels were enhanced (in real terms) and a more transparent and efficient pay structure was created (by consolidating allowances into basic salaries) By the late 1990s, it became apparent that CSRP had limitations in terms of scope and design and the impact it would have on improving the public service. First, the nature of the problem changed. Following significant downsizing and the achievement of macroeconomic stability, the need to impose further cost containment lessened. Second, Tanzania's move towards political pluralism amplified citizens' demands for improved service delivery. Such improvements were unlikely to arise through the Programme's narrow focus on cost cutting. Third, by their very nature the CSRP reforms were painful to implement. The reforms imposed significant hardship on the general population, for example through the imposition of cost sharing arrangements. As public revenue collection increased, such initiatives became less relevant.

Based on the above limitations, the Government redesigned a more comprehensive Public Service Reform Programme (PSRP) whose implementation started in 2000. The main focus of PSRP is to improve Ministries, Departments and Agencies (MDAs) service delivery and regulatory functions through a more efficient Public Service.

PSRP implementation is spearheaded by the President's Office - Public Service Management. PSRP is implemented in a series of overlapping phases, each having a different theme:

PHASE I was implemented from 2000 to June 2007 and its thrust was "Instituting Performance Management Systems".

PHASE II is implemented from 2008 to June 2012. Its thrust will be "enhanced performance and accountability."

PHASE III is envisioned to operate from July 2012 to June 2017. Its thrust is envisioned to be quality improvement cycles.

VISION:

The vision of PSRP II describes the kind of public service to be realized following the completion of the third round of Public Service Reforms (in 2017) as follows: “a national institution of excellence that plays a pivotal role in achieving sustained economic growth and prosperity, and eradication of poverty in the 21st Century”

PSRPII MISSION:

To deliver quality service to the people of Tanzania with efficiency, effectiveness and the highest standard of courtesy and integrity

”PSRP II GOAL: The PSRP Goal represents the highest level of results envisioned under Programme as follows:

MDAs deliver improved services (in terms of quality, timeliness and efficiency, implement relevant, priority policies, and establish a predictable and well regulated environment for private sector growth and social development.”

STRATEGIC IMPERATIVES FOR PSRPII:

The success of PSRP II focuses on the following six strategic imperatives:

- Political support and commitment at the top levels;
- A commitment to decisively impact on service delivery;
- A strong pro-growth and anti- poverty focus;
- Effective coordination of public sector reforms;
- Ministries, Independent Departments’ and Executive Agencies (MDAs) ownership of the reform agenda; and

- Effective use of M&E results

1.4 STATEMENT OF THE PROBLEM

While the systems of governing change technical personnel has being a problem for the best implementation of a certain reform. As stated in the introduction, several reforms have taken place. This shows that none of the reform brought satisfactory result. To know why there is a need to reform the systems of governance the research will try to look on the various impacts brought by the Public Service Reform since 2000. The focus of this research based on particularly the impacts by the information and telecommunication technology in the Public Service since 2000 because from that time to present there has been rapid change in information and communication technology while technical personnel remains a challenge. African Union Development Police (2003) explain that, IT is one of the key strategies for public service reform and it is also an essential facilitator of governments worldwide are facing an increasing trend towards knowledge- based production and the communication revolution. Due to that ICT plays in the Public Service Office. Therefore the study examined on the impacts of Information and Communication Technology (ICT) on Public Service Reform Programme (PSRP).

1.5 RESEARCH OBJECTIVES

In this part the general objective and specific objectives are revealed.

1.5.1 The general objective of the study

The general objective of the study was to find out the impacts of Information and Communication Technology (ICT) on Public Service Reform Programme (PSRP).

1.5.2 Specific objectives

According to the problem specific objectives were;

- i) To examine the reason for change from Civil Service Reform Programme (PSRP) to Public Service Reform Programme (PSRP).
- ii) To find out which reform programme brought much satisfactory results.
- iii) To examine the impacts of E- Office (government) system.

- iv) To find out the impacts of information and Communication Technology (ICT) on Public Service Reform Programme (PSRP).

1.6 RESEARCH QUESTIONS

- i) What was the reason for the change from Civil Service Reform Program (CSRP) to Public Service Reform Programme (PSRP)?
- ii) Which reform programme brought much satisfactory results?
- iii) What are the impacts of E- Office (government) system?
- iv) What are the impacts of Information and Communication Technology (ICT) on Public Service Reform Programme (PSRP)?

1.7 SIGNIFICANCE OF STUDY

By knowing the challenges that the public services faces, the study will provide crucial details that will enable public servants in Tanzania understand the reason why citizens complain of unsatisfactory service provision despite reforms which are being made.

The study will assist the public servants to carry out their office duties while knowing what they suppose to do in order to bring successful service delivery.

The study will serve as a guide for future reference to students and other researchers who will investigate further on issues relating to reforms and technological change.

The study will also contribute to the ways that can enable public servants perform their jobs more effectively and efficiently.

Having looking at the challenges that the civil servants face on issues relating to the ICT, the study will assist the government to see how to enable the public servants be competent in using ICT tools.

The study also is the partial condition for an award of BPA (LGM) from Mzumbe University.

1.8 DELIMITATION OF THE STUDY

The study was conducted at PRESIDENT'S OFFICE- PUBLIC SERVICE MANAGEMENT in DAR ES SALAAM. The major intention of the researcher was to identify the impacts of Information and Communication Technology (ICT) on Public Service Reform Programme (PSRP).

1.9 LIMITATION OF THE STUDY

The researcher anticipates some limitations as follows;

Technicality of the system used to prepare research questionnaire, the system was not very much familiar by some of the respondents hence the questionnaire was composed under high experience and technical innovation of documentation powered by google.docs

Office environment where the researcher conducted research was not very conducive for working as far as Air conditioner had fault therefore sometime the office was very hot.

Funds provided to the researcher was not enough

CHAPTER TWO

LITERATURE REVIEW

INTRODUCTION

This chapter dwells on various studies that have been undertaken by different Authors and Authorities on the issues relating to reform, Public Service Reform and its outcome on the public service delivery. Also the analysis is made the changes that occurred in the new Public Service Reform Programme such as ICT, Lawson, E- Office (government) and Open Performance Review and Appraisal System (OPRAS)

2.1 Meaning of Reform

To put into a new and improved form or condition, to restore to a former good state, or bring from bad to good, to change from worse to better, to amend, to correct example as to reform a profligate man to corrupt manners or morals.

(i) Types of Reform

Types of reform in other words enable a learner to know exactly when we say reform things that we reform. The following are the types of reforms

- a. Administrative Reform
- b. Political Reform
- c. Economic Reform and
- d. Structural Reform

(ii) Reasons for reform

Reform normally do happen because of the following reasons

- a) Dissatisfaction of service delivery to the public. This forced the government to change the means of service delivery which resulted to reform.

- b) Discovery of new technology and systems of the service delivery such as ICT new discoveries.
- c) Development of globalization.

Public Service Programme refers to a program organized by the government to be carried out in order to change the government systems of service delivery to a new way of governing.

Good governance is an indeterminate term used in development literature to describe how public institutions conduct public affairs and manage public resources in order to guarantee the realization of human rights. Therefore, good governance focuses on the process by which decision are implemented and not implemented.

2.2 Areas where the Public Services Reform Program focus

Public Service Reform Programme is a programme designed to focus on the following issues.

- i) improve managerial systems
- ii) Provision of service delivery. The programme intends on the improvement of the service delivery.
- iii) Enable stakeholders find out solution easily for problems facing them
- iv) Improve the education programs to the public servants. The emphasize is put on performance, results, accountability and responsiveness

2.3 Different between PSRP I and PSRP II

At the beginning when in the PSRP I, only the ministries implemented the programme. In the PSRP II, the programme is implemented all over the country. In the year 2009/2010 Private Sectors and government partners as well as regional secretariats stated its implementation.

2.4 Meaning of ICT

Information and communication technology (ICT) is used to refer to infrastructure and product development that facilitates the collecting, storing and analysis of information that may be transmitted electronically (Dr Sing Tien Foo Centre for Real Estate Studies Department of Real Estate- National University of Singapore, 9th April 2002.

It includes equipment like telephones, computers and communication lines to enhance communication between employers and employees, business and customers, and business and business across physical boundaries. ICT has frequently been thought to be the driving force behind today's economy. It is generally felt that there is a direct relationship between investments in ICT, productivity improvements and also enhance office activities which result to a good governance.

2.4.1 The usage of ICT in provision of Public Service

ICT has been used widely in Tanzania to enhance the provision of service to the public in various ways such as for keeping the public records in the system, (from hard files to soft copy files saved in the computer) Also ICT is a tool for communication from one office to another through mail, landline services, mobile phones – calling and message services, extension communication and home based communication.

Other ways in which the ICT is being used by the public services;

- a) Lawson where by the information related to each public servant are documented in the computer system
- b) E- Office System describes software which is used to capture, manage, store and control enterprise- wide contents. E- Office is used to assist in content control associated with business process, and can be used to assure compliance.
- c) E- Government or Digital Government is defined as the employment of the internet and the world wide- web for delivering government information and services to the citizens. Or simply using of computer for administrative work.

Electronic Government (or in short E- Government) essentially refers to the utilization of IT, ICTs, and other web-based telecommunication technologies to improve and/or enhance on the efficiency and effectiveness of service delivery in the public sector.

E- Government describes the use of the technologies to facilitate the operation of government and the disbursement of government and services. E- Government which is a short for electronic government deals heavily with internet and non- internet applications to aid in governments.

E- Government includes the use of electronics in government as large scale as the use of telephones and fax machines, as well as surveillance systems, tracking systems such as RFID tags and even the use of television and radios to provide government- related information and services to the public.

In Tanzania, information and communication technologies (ICT) advances since the end of the 20th century have led to multiple convergences of content, computing, telecommunication and broadcasting. They have brought about changes in other areas, particularly in knowledge management and human resources development. Increasing capacity of ICT has further been empowered by the growth of a global network known as the Internet. It has impacted the way business is conducted, facilitated learning and knowledge sharing, generated global information flows, empowered citizens and communities in ways that have redefined governance and have created significant wealth and economic growth resulting in a global information society.

Also E- Government services focus on four main customers:

- i) Citizens
- ii) The business community
- iii) Government employees and
- iv) Government agencies

E- Government aims to make interaction with citizens, businesses, government employees, government agencies and other governments more convenient, friendly, transparent, inexpensive and effective.

In an E- Government system, individuals are able to initiate a request for a particular government services and then receive that government through the Internet or some computerized

mechanism. In some cases, the government services are delivered through one government office, instead of many. In other cases, a government transaction is completed without direct in person contact with a government employee. The internet is the most powerful means for delivering E- government.

STATUS OF ICT IN TANZANIA

Tanzania has made remarkable progress in deploying ICT. This progress has been well received by the citizen and service providers who are striving to address unmet demand and competition in newly liberalized markets.

ICT Access and Usage in Tanzania

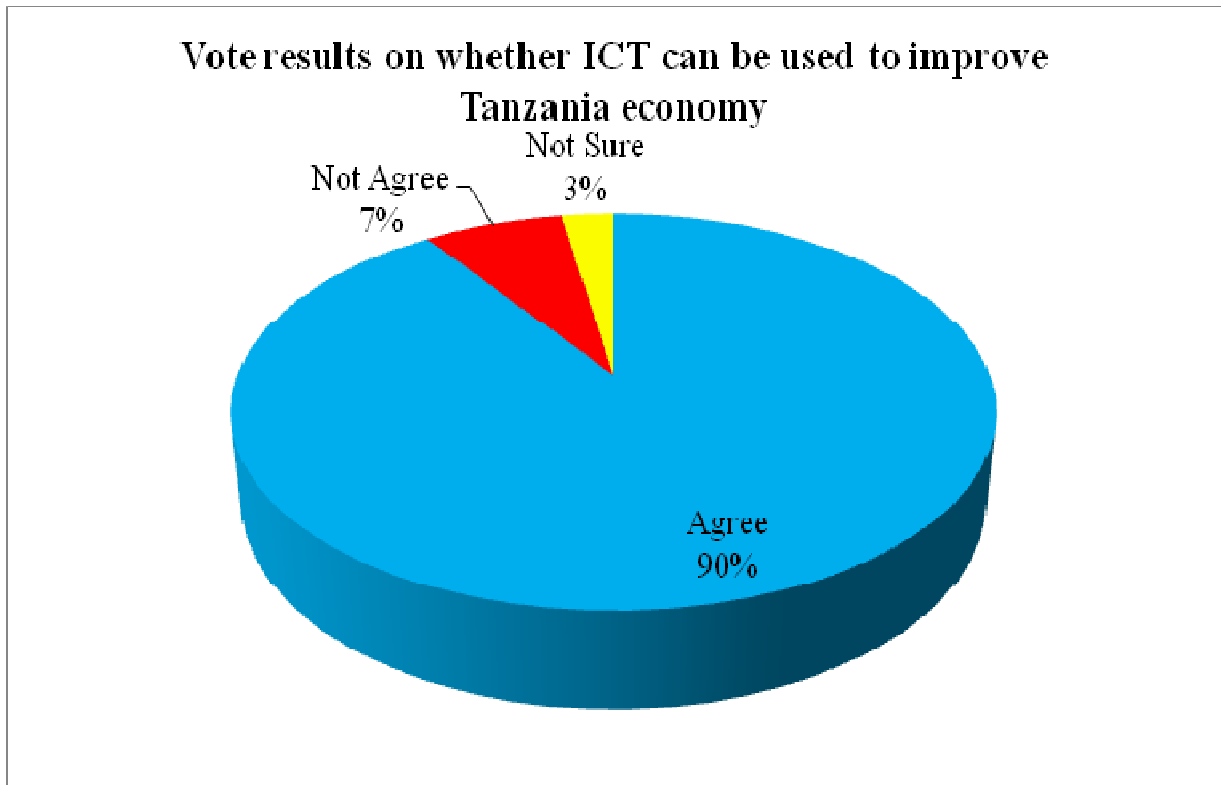
Tanzania's tele-density is low, with the number of fixed and mobile cellular lines currently standing at 12 telephone lines per 1000 people (i.e. a tele-density of 1.2) and the number of mobile phones subscribers currently stands at 81 per 10,000 inhabitants. In contrast, the city of Dar Es Salaam has 5 fixed lines and 10 mobile phone subscribers per 100 people.

Tanzania's Public Switched Telephone Network (PSTN), using fibre optic, microwave and satellite- based links, is now over 95% digital. This paves the way for allowing the provision of new services enabled by ICT. The coverage of the network infrastructure is limited to urban areas and thus lack of telecommunications and other infrastructure in the rural areas remains a basic impediment to the provision of such new ICT services.

Tanzania has a liberalized broadcasting sector with some broadcasting operators spread over a vast area nationally and even regionally while others cover a local geographical area. Although at present the programme content of the television services falls short of the sentiments expressed in the Broadcasting Services Act, 1993 and consists mainly of imported material and sports coverage, this imbalance is being addressed by both the regulatory authority, and the providers of those services.

ICT has a great impact on Economy administration and Even in politics. For example, the large number of Tanzanians agree that ICT can be used to improve Tanzania economy. (Below is the result of votes from the ministry of science and technology

http://www.mst.go.tz/index.php?option=com_poll&id=15:do-you-agree-that-ict-can-be-used-to-improve-tanzania-economy) (Results on 18/03/2012 at 1600hrs)



Educational access to ICT

Currently very few educational institutions have computer laboratories and other multi-media facilities. These facilities are more in private schools than in public schools. Even fewer of these facilities are linked to the internet. At universities and other institutions of higher learning, few computers are available for use by students and academic staff. However, they are not enough to meet the demand. Internet access bandwidth at these institutions is limited ranging from 32 kbps-512 kbps. Though numerous, cyber cafes do not currently offer a conducive environment or pricing structure to make them viable as e-learning centres.

There is an official Secondary School Computer Studies Syllabus for Form I- IV developed in 1996 and issued in 1997. It is out of date with respect to the evolution of technology since the early 90's. However, only few students have taken these courses so far. The lack of programme for training teachers on computers and other multi media utilization has been identified as a major reason for slow take up of computer studies in primary and secondary schools. In this respect, private schools are far better than public schools. Generally, the use of ICT enhances effective delivery of education. Currently, this benefit is only evident in some school and colleges in urban areas.

ICT in everyday life

Many ICT users in Tanzania access the Internet Cafes. There is therefore a need to reduce barriers in deploying ICT and in developing the required human capital for sustainable participation of Tanzania society in the ICT industries.

On the other hand, there is already a significant improvement in the penetration of fixed and mobile telephone lines and public pay- phones in urban centres. However, the available e-readiness evidence shows that there is a need to increase the availability of ICT as a result of the high current demand and burgeoning awareness.

ICT in the workplaces

There is sufficient evidence that several large organizations and companies make extensive use of networked computers, some with Internet access. The banking sector makes heavy use of ICT to provide improved customer service with some banks using Very Small Aperture Terminals (VSATs) or public leased lines to interconnect their branches and cash dispensing Automatic Teller Machines (ATMs).

However, anecdotal evidence suggests that smaller companies, and many institutions outside Dar es Salaam, make marginal use of ICT in their daily operations. The greatest obstacle to effective use of ICT in the workplace according to the Sida Survey and the e- Readiness Report is the low capacity of human capital in the use and maintenance of ICT.

2.5 Challenges of using ICT in Tanzania Public Service

The information revolution presents a tremendous opportunity for improving the efficiency of service delivery and for bringing services closer to people. However, introduction of ICT in government for improving service delivery faces the following challenges;

- i) Substantial technological cost involved in both installation and maintenance
- ii) ICT requires specific management capacities and skills
- iii) Technology has a tendency to take over their underlying processes and become an end in and end itself.
- iv) ICT keep on changing every day hence it confuses the users
- v) Low level of ICT literacy limits access of services
- vi) System hackers when they capture the systems or database hinders the security of the owner.

2.6 Good Governance

Good governance is in determinate term used in development literature to describe how public institutions conduct public affairs and manage public resources in order to guarantee the realization of human rights. Governance describes “the process of decision making and the process by which decisions are implemented or not implemented. The concept of “good governance” often emerges as a model to compare ineffective economies or political bodies with viable economies political bodies.

2.7 Good Governance and Public Service Management

From 1980's the debate on good governance and its requirements has provided an impetus for new approaches to public (sector) reforms. Some of the changes that have taken place have been aimed at taking some of the abuse and failures in Africa. The personalized nature of rule in which key political actors exercise unlimited power, resources and institutionalized corruption, opaque government, the breakdown of the public realm, the lack of delegation of power and the withdraw of the masses from governance (Hyder,1992 and 2000, Bratton and Van de Walle, 1992)

Good public management and administration with emphasis on accountability and responsiveness to customer needs has been seen as an aspect of good governance by donor agencies supporting reforms in developing countries. For example, to the World Bank, good governance consists of public service that is efficient, a judicial system that is reliable and an administration that is accountable to the public.

The World elaborates on four elements of good governance (World Bank, 1989, 1992);

- a) Public Sector management emphasizing the need for effective financial and human resource management through improved budgeting, accounting and reporting, and rooting out inefficiency particularly in public enterprises.
- b) Accountability in public service, including effective accounting, auditing and decentralization, and generally making public officials responsible for their actions and responsive to customers.
- c) A predictable legal framework with rules known in advance; a reliable and independent judiciary and law enforcement mechanisms and
- d) Availability of information and reduce transparency in order to enhance policy analysis, promote public debate and reduce the risk of corruption.

It is apparent from the above conception of good governance that there is some emphasis on improving public service management systems. Thus, in the good governance prescriptions, one finds Public Service Reform as a key component pointing towards market and private sector approaches to public service management under the guise of Public Service Reform Programme which has been implemented under the high use of ICT as a pivot for its success.

CHAPTER THREE

RESEARCH METHODOLOGY AND PROCEDURES

INTRODUCTION

In this chapter, researcher discussed on several methods which were used, including research design, area of the study, target population and sample size, methods of data collection, sampling and sampling techniques and methods of data analysis.

3.1 RESEARCH DESIGN

A research design is the arrangement of conditions for collection and analysis of data in a manner that aim to combine relevance to the research purpose with economy in procedure (Seltiz et al in Kothari, C.R 2004). The researcher used a case study design due to the fact that, it helps to come up with reliable and specific findings. This is because the researcher realized that, this design concentrates on single case where the real and concrete findings by using various research methods of data collection according to nature and type of respondents are used.

3.2 AREA OF THE STUDY

The study was conducted at **PRESIDENT'S OFFICE- PUBLIC SERVICE MANAGEMENT** located at **DAR ES SALAAM** in Tanzania. The research conducted at this ministry because it the ministry responsible for public service in Tanzania. PSRP is created under this ministry.

3.3 TARGET POPULATION

Target population refers to an aggregate number of people, things or element the researcher has in mind from which over can obtain information and draw conclusion. The target population comprised Human resource department, Information and Communication Technology (ICT) department, Records and Archives department and partially to all departments in the Ministry.

3.4 SAMPLE SIZE AND SAMPLING TECHNIQUES

3.4.1 Sampling techniques

The researcher selected sampling techniques which brought reliable information. The researcher applied purposive judgemental technique to respondents from top management and supervisors due to their capacity in organization. The researcher also used simple random sampling which included the specific respondents who provided a researcher with desirable data.

3.4.2 Sample size

Krishna Swami (2002) defines sample size as an extract number of items selected from a target population. The researcher used sample size of 60 respondents which was taken from a sample of 100 employees so as to collect data and avoid wrong conclusion. About 55 respondents were distributed with questionnaires and 5 respondents were interviewed.

Table 1: Sample Size

Department	Total number	Sample size	Percentage (%)
Administration	20	10	50%
DICTs	12	12	100%
Records	10	7	70%
Internal Auditing	12	5	42%
Planning division	10	5	50%
Procurement	6	4	67%
DMS	8	6	75%
DPD	10	6	60%
DHRD	12	5	42%

3.5 METHODS OF DATA COLLECTION

The researcher used interview, questionnaire, observation and documentation as a source of data collection for the study.

Questionnaire

A questionnaire is a printed list of questions that respondents are asked to answer (Goddard and Melville, 2006). The researcher used both open and closed types of questions as showed in appendix 1 where by respondents were required to answer according to their level of understanding. About 55 respondents were distributed with questionnaires.

Interview

Both structured and unstructured interviews were employed. Interview is the two way systematic conversation between investigator and informant, initiated for obtaining information relevant to specific study (Kothari, 2004). About 5 respondents were interviewed. Interview allowed clarifications by the researcher where needed and thus produced relevant results.

Observation

Observation is the systematic viewing of specific phenomenon in its proper setting for the specific purpose of gathering data for a particular study. This method is also suitable studying the natural behaviour of respondents. The researcher gathered useful information on day to day operations at PRESIDENT'S OFFICE- PUBLIC SERVICE MANAGEMENT for about four months. The researcher being part of organization as a participant observer, the researcher was able to observe and note behaviours and actions of employees in the daily activities.

Documentary review

Documentary sources were used and this allowed physical accessibility of the materials that researcher could not study by other methods. Among of the documents studied by the researcher were; articles, general files, personal files and minutes from the workers meetings. This helped the researcher to get different information of employees and organization in general.

3.7 Data analysis and Interpretation

Kothari defines data analysis as “the computation of certain measures along with searching for patterns of relationship that exist among Data groups”. The data collected was analyzed and interpreted to make readers understand the result of findings. To ensure accuracy and relevance

of the study, the process involved editing, coding the qualitative data and interpretation. The researcher described facts to show the relationship of possible variables.

CHAPTER FOUR

PRESENTATION OF RESEARCH FINDINGS AND DISCUSSION

INTRODUCTION

In this chapter the findings of the study are shown as generated by the instruments used during the research activities which are interview, questionnaire and documentary sources. In this case study evidence of result are presented and then delivered into research findings in this chapter. The researcher in this chapter continued representing continued representing data according to research questions as follows;

4.1 REASON FOR THE CHANGE FROM CIVIL SERVICE REFORM PROGRAMME (CSR) TO PUBLIC SERVICE REFORM PROGRAMME (PSR)

The findings showed that the reason for the change from Civil Service Reform Programme (CSR) to Public Service Reform Programme (PSR) was that, the Civil Service Reform Programme (CSR) was narrow in provision of services. It was centralized and therefore hindered the scope of services delivery to civil servants. Therefore there was a need to change into a broader reform programme.

4.2 REFORM PROGRAMME WHICH BROUGHT MUCH SATISFACTORY RESULTS?

The findings revealed that, Public Service Reform Programme (PSR) was the one which brought much satisfactory results. The respondents said that, this reform programme resulted to better performance management systems that facilitate service delivery such as; strategic planning, Open Performance Review and Appraisal System (OPRAS), client service charter, monitoring and evaluation methods and better policies and records keeping system such as Law son.

4.3 IMPACTS OF E- OFFICE (GOVERNMENT) SYSTEM

E office (Government) system can be defined as the use of ICT by Public organizations to support or redefine the existing and/ or future relations with stakeholders in the internal and

external environment in order to create value, (Bekkers, 2003). There are different arguments provided by different respondent concerning the effects of E- office (Government) system. Among of the effects were as follows;

Provision of quick internal service

About 67% of the respondents said that, among of the impacts of E- office (government) system is provision of quick internal service for example, transferring of information from one department to another. This ensures the effectiveness and efficiency in performing work.

Improve quality of service

About 75% of the respondents said that, the E- office (government) system have improved the quality of service and communication. Also, it has improved the accessibility of information to both stakeholders and service provider.

Quick delivery of message and time saving

About 83% of the respondents said that, E- Office (government) system ensures quick delivery of message and save time.

It simplifies work

About 58% of the respondents said that, E- office (government) system simplifies work.

Poor understanding about the E- office (government) system

About 67% of the respondents said that, the public servants have little idea about the issue of E- office (government) system. So, this will lead to poor performance as there is no idea about how E- office (government) system works.

Inadequate infrastructure

About 83% of the respondents said that inadequate infrastructure is among of the negative effect, as the transfer of information from one office to another have not being possible by the system for example from PO- PSM to the Ministry of finance. One has to send information through other means which may have not recommended by the office.

Table 2: Impacts of E- office (government) system

SN	IMPACTS OF E-OFFICE (GVT) SYSTEM	TOTAL RESPONDENTS	FREQUENCY OF OCCURENCE	PERCENTAGE (%)
I	Provision of quick internal service	60	40	67%
II	Improve quality of service	60	45	75%
III	Quick of delivery of message and time saving	60	50	83%
IV	It simplifies work	60	35	58%
V	Poor understanding about the E- office - government) system	60	40	67%
VI	Inadequate infrastructure	60	50	83%

Source: Research data 2011/2012.

4.4 IMPACTS OF INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) ON PUBLIC SERVICE REFORM PROGRAMME (PSRP)

The study wanted the researcher to find out the impacts of Information and Communication Technology (ICT) on Public Service Reform Programme (PSRP) at President's office – Public service management. Respondents were required to identify the positive and negative impacts.

4.4.1 The positive impacts of Information and Communication Technology (ICT) on Public Service Reform Programme (PSRP)

It facilitates communication

The findings revealed that, the positive impact of information and communication technology (ICT) is that, it facilitates communication between government entities. About 83% of the respondents mention this as the positive effect.

Good access of information

About 67% of the respondents said that, with Information and Communication Technology (ICT) customers can access information and services easily from remote locations.

It simplifies the way staffs respond to customer's enquiry

About 83% of the respondents said that, with good information and communication technology (ICT) the staffs are able to respond to customer's enquiry promptly. So that, ICT facilitates success of the Public Service Reform Programme (PSRP)

It simplifies work and Time saving

About 75% of the respondents said that, Information and Communication Technology (ICT) helps to simplify work and reduce time of attending customers. So it simplifies the provision of services.

It reduce costs

About 58% of the respondents said that, it reduce costs associated with customer's travel from regional and local government offices to service delivery point at PI- PSM.

It provides opportunity to improve business processes.

About 91% of the respondents said that, Information Communication Technology (ICT) provides opportunity to improve business processes and work flow which may be translated into better services to clients.

Easy finding of documents

About 75% of the respondents said that, it is easy to search documents in computer than to find a file kept in shelf or archive store. So it brings success on Public Service Reform Programme.

It support maintenance of office environment

About 67% of the respondents said that, the use of ICT in the office support the maintenance of office environment and promises the paperless office.

Table 3: The positive impacts of Information and Communication Technology (ICT) on Public Service Reform Programme (PSRP)

SN	POSITIVE IMPACTS	TOTAL RESPONDENTS	FREQUENCY OF OCCURENCE	PERCENTAGE (%)
1.	It facilitates communication	60	50	83%
2.	Good access of communication	60	40	67%
3.	Good response of staffs to customer's enquiry	60	50	83%
4.	It simplifies work and time saving	60	45	75%
5.	It reduces costs	60	35	58%
6.	It provides opportunity to improve business processes	60	55	91%
7.	Easy finding of documents	60	45	75%
8.	It supports the maintenance of office environment	60	40	67%

Source: Research data 2011/2012.

4.4.2 Negative impacts of Information and Communication Technology (ICT) on Public Service Reform Programme (PSRP)

There are no sufficient equipments in some offices and sometimes where the equipments are available they are not trusted from damage. About 42% of the respondents said about this.

It affects body fitness because ICT facilitate doing office activities while sitting. About 93% of the respondents said this as the effect of Information and Communication Technology (ICT) on public service reform programme.

ICT tools use electronic power which cuts sometimes lead to data loose when they were not saved. About 92% of the respondents said this as the negative impacts of Information and Communication Technology (ICT) on Public Service Reform Programme (PSRP)

ICT demands high cost of operation. This can lead to delay of servicing and repair the systems or equipments when there is lack of money at a time in case breakdown of the equipments. About 50% of the respondents said this as the negative impacts of ICT on PSRP which hinders the implementation of PSRP goals.

Lack of experts of using the ICT tools and soft wares especially where there is a minor problem which needs troubleshooting or minor breakdown. About 42% of the respondents said this as the negative impacts of ICT on PSRP.

Table 4: Negative impacts of Information and Communication Technology (ICT) on Public Service Reform Programme (PSRP)

SN	NEGATIVE IMPACTS	TOTAL RESPONDENTS	FREQUENCY OF OCCURENCE	PERCENTAGE (%)
1.	No sufficient equipments	60	25	42%
2.	Affects body fitness	60	56	93%
3.	Lose of data	60	55	92%
4.	High cost operation	60	30	50%
5.	Lack of experts	60	25	42%

Source: Research data 2011/2012.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSION

INTRODUCTION

This is a part in which summary; recommendations and conclusion are discussed basing on the objectives of the study which aimed at assessing the reason for the change from Civil Service Reform Programme (CSRP) to Public Service Reform Programme (PSRP), also finding out which reform brought much satisfactory results. Also to find out the impacts of E- Office (government) system and the impacts of Information and Communication Technology (ICT) on Public Service Reform Programme (PSRP).

5.1SUMMARY

The study was about assessing the impacts of Information and Communication Technology (ICT) on the Public Service Reform Programme (PSRP) at President's Office – Public Service Management. The case study was President's Office- Public Service Management which located at Dar es Salaam, Tanzania. The study aimed at finding out the reason for the change from Civil Service Reform Programme (CSRP) to Public Service Reform Programme (PSRP), also finding out which reform brought much satisfactory results. Also to find out the impacts of E- office (government) system and the impacts of Information and Communication Technology (ICT) on Public Service Reform Programme (PSRP). The researcher satisfied with the findings that, the researcher problem was revealed due to the answers given the respondents in questionnaire and interview.

The findings revealed that, the reason for the change from Civil Service Reform Programme (CSRP) to Public Service Reform Programme (PSRP) was that, the Civil Service Reform Programme (CSRP) was narrow in provision of services; it was centralized and therefore hindered the scope of services delivery to civil servants. The reform programme which brought much satisfactory results was Public Service Reform Programme (PSRP) because it resulted to better management system that facilitates service delivery such as Strategic planning, Open Performance Review and Appraisal System (OPRAS), client service chatter, monitoring and

evaluation methods and better policies and records keeping system such as Law son. The impacts of E- Office (government) system are provision of quick internal service, improve quality of service, quick delivery of services, and work simplification, poor understanding about the E- Office (government) system and inadequate infrastructure. Also the findings revealed that, the positive impacts of Information and Communication Technology (ICT) on Public Service Reform Programme (PSRP) which are; it facilitates communication, good access of information, promptly response of staffs to customer's enquiry, it simplifies work and time saving, it reduce costs, it provides opportunity to improve business processes, easy finding of documents and also it support maintenance of office environment. Also the researcher investigated on the negative effects of ICT on PSRP which are; no sufficient equipments, it affects body fitness, it demands high costs of operation and ICT tools use electronic power which cuts sometimes lead to data loose when they are not saved, lack of experts of using the ICT tools and soft wares.

5.2 RECOMMENDATIONS

The researcher would like to recommend the following for the Public Service Office.

- i. Because The ITU has declared ICT as pivot for development therefore there is a need for PO- PSM to provide its servants all over the country technical training on basic ICT usage especially regional servants who may sometimes not reachable easily with the change that may arise.
- ii. Having looking at the benefits of using ICT tools at work, There is a need to supply ICT equipments and systems installation such as Lawson to the regional level and district level so that other public servants in this areas may conduct their duty at their local area and reduce cost to travel up to PO-PSM.
- iii. More education especially maintenance and how to handle the ICT tools is needed in order to enable the Users (public servants using ICT in office) have the ability to handle the equipments for long life so that to avoid the cost of repair the damages.
- iv. There is a need to develop more trusted systems which may enable safeguarding of data in case computer is corrupted. At least users should be advise not to save their documents in the system disk instead they are advised to save their documents at data

disks which should be partitioned to their computer in order to safeguard their data in case computer corrupt.

5.3 CONCLUSSION

Government reforms is an inevitable event which must take place after a certain period of time in order to renew, form again or sometimes to form new things which will enable the government achieve its goals and objective as time goes and as technology grow faster. For any successful government or leadership, reform should be an inevitable plan and programme of success.

The intention of the study was to help the organization and other readers to understand reason for the change from CSRP to PSRP, also to know which reform programme brought much satisfactory results, also to understand the impacts of E- office (government) system and the impacts of ICT on PSRP. The study is very important to the organization because the researcher tried to give the best recommendations which are very important. Therefore the study acted as a mirror to the Organization and other readers as well.

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APPENDECES

APPENDIX 1: QUESTIONNAIRE FOR RESEARCH

QUESTIONNAIRE FOR RERCH

Hi, I am ERICK FARAHANI from Mzumbe University, studying Bachelor of Public Administration and management in Local Government management (LGM). I am carrying field practical at PO- PSM. The questions below are given to you so as to get information for academic purposes; therefore you are requested to answer the questions according to your personal understanding. If boxes are provided, please put a tick in the appropriate box. I also assure you that the information generated by the study will be confidential and your ideas will help me in composing my research report which will be submitted to School of Public Administration and management Mzumbe University. I thank you for your time

Question one

How do you see the office information telecommunication technology (ICT) working systems and conditions in your office

- Simple to use
- Need to be more simplified
- There is a need to add more technology to facilitate office activities and make the work easier
- The systems are satisfactory
- Other:

Question two

Recently science and technology has resulted into development of Information and Telecommunication Technologies. How can you see the situation if you could do your office activities without the information and telecommunication tools

- The service delivery would go as usual
- The working situation would be very difficult
- Working disturbances would be few
- Other:

Question Three

Which is your working department at PO- PSM

Question Four

In case your printer does not print because of lack of papers what do you do.

- That's easy. I just add more papers myself
- I call an expert from the ICT department to help me add more papers into the printer
- Other:

Question Five

Do you think the technology we have increases the good governance and service delivery?

Question Six

What do you think are the advantages of using ICT in providing Public service delivery (just generally)

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Question Seven

What do you think is the major weakness of the Information and communication technology in provision of public services.

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Question Eight

What do you think is the major weakness of the E- Office system if you are one of the user

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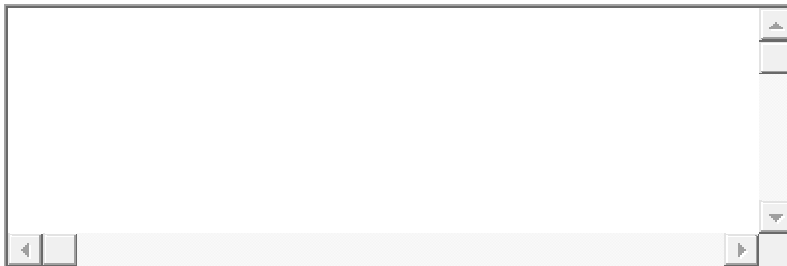
Question Nine

How do you see its complexity in uses?

- Very easy to use
- I think it is still complex to some people although training has been provided therefore there is a need of more training
- It is does not easily facilitate my office operations and hence it makes things delay
- There is a need of more Improvement to the system
- Other:

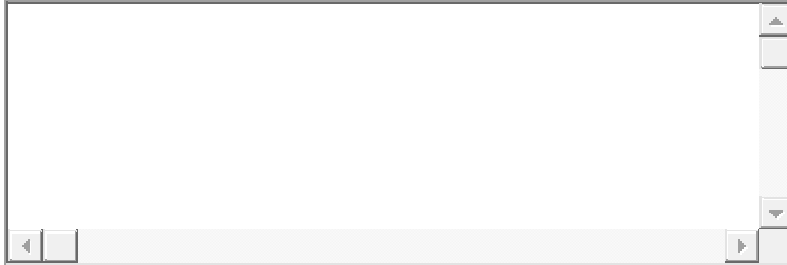
Question Ten

What do you think is the major weakness of OPRAS as the way to measure performance appraisal



Question Eleven

What are the shortcoming of the Using ICT tools such as Computer, Extension phone service, internet etc ... in the Public Office.



Question Twelve

What do you recommend in order to avoid data lost incase virus has attacked your computer and/or flash

- I suggest documents to be also printed and put into hard files
- I think filing system is very old technology
- Other:

Question Thirteen

Since independent up to date many reforms have taken place. Before Public service reform Programme (PSRP) there was Civil Service Programme (CSR). Which reform do you think among these two may have better achievements in providing public services.

- Civil Service Reform Programme (CSR)
- Public Service Reform Programme (PSRP)
- None of the two
- I don't know
- Other:

Question Fourteen

Currently Po-PSM is implementing the Public Service Reform Programme Phase II which intend to last on 2012 and then phase III which will last on 2017. Do you think after that other reform programme must come?

- Yes, reforms are inevitable for change.
- I don't have an idea
- No I don't think whether there shall have another reform. We will have satisfactory country
- Other:

Question Fifteen

What issues would you like to be done and also added to the PSRP in order to improve service delivery in the public service?



THANK YOU FOR YOUR TIME AND USEFUL IDEAS Erick Farahani. (SOPAM) Mzumbe University

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