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Staff Management and Organisational Performance in Tanzania and Uganda: Public Servant Perspectives

Appendices



This report was prepared for the Danish Ministry of Foreign Affairs by the Danish Institute for International Studies and DEGE Consult in cooperation with the University of Dar es Salaam; Mentor Consult, Kampala; and the University of Copenhagen.

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**STAFF MANAGEMENT AND ORGANISATIONAL
PERFORMANCE IN TANZANIA AND UGANDA:
PUBLIC SERVANT PERSPECTIVES**

APPENDICES

FEBRUARY 2007

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Appendix A: Survey methodology

The sample survey covers staff and organisations across the entire public sector in Tanzania and Uganda: local governments, ministries and executive agencies.

Exactly the same methodology was used to obtain primary information in both countries. Information was collected through self-administered questionnaires, focus group discussions and interviews with key individuals. In total, some 400 interviews and 24 focus group discussions were made in February and March of 2006. In addition, interviews with more than 75 people inside and outside government (researchers, NGOs, donors, private sector) were conducted. Information from relevant documents was also included.

Thus, a triangulation approach (interviews, questionnaires, documents) has been used to cross-check and cross-validate the information collected.

Purpose of the survey

The overall purpose of the survey is to assess the extent to which HRM-practices and organisational performance are associated.

The purposes of the self-administered questionnaire are, specifically, to obtain:

- i) Factual information on the employment situation of staff – and of the frequency of job changes, promotions, disciplinary action etc. Such information is not centrally available in either country
- ii) Opinions of staff about staff management practices in their places of work
- iii) Opinions of staff about these issues in the public sector as a whole

Focus group discussions with staff deepen the understanding of the factors that (de)motivate staff, and how these may affect organisational performance.

Interviews with individuals inside and outside the organisations studied helped to understand the context in which staff management takes place. It also helped to solicit the views of the Chief Executive Officers (CEOs) in charge of the selected organisations on motivational and management issues. In addition, information was obtained from various government and consultancy reports.

Selection of organisations

Two organisations among local governments, ministries and Executive Agencies respectively were selected on basis of their “performance:” one that performed above average and one that performed below. However, the basis for the assessment of “performance” differs as the text and table A.1 below shows. Table A.2 shows the final selection of the 12 organisations and the extent to which we assess that their performance rating is reliable.

Local governments are rated annually on their compliance to relevant legal and regulatory provisions (in Tanzania since 2005 and in Uganda since 2000). Strictly speaking, this is an assessment of process rather than performance¹. However, it is reasonable to assume that better process compliance is associated with better performance. We only selected rural councils using these assessments to make comparisons between better and poorer performers more straightforward (urban councils operate in a different environment).

Similar assessments of ministries do not exist. The survey delivery surveys (most comprehensively done in Tanzania) are not sufficiently uniform and focused to make clear performance comparisons of ministries across sectors (say ministry of finance and ministry of health). In Uganda, where the survey started, we therefore relied on the assessments of seven well-informed people. Their identification of better and poorer performing ministries was remarkably similar.² In Tanzania, we selected the same two ministries as were selected in Uganda so as to facilitate comparisons, but we only have limited evidence to make a substantive case for assessing their performance. Thus, these two ministries in Tanzania are excluded from the statistical analyses of organisational performance differences.

In Tanzania, the Presidents Office Public Service Management assesses executive agency performance. We used the recent assessment of a selection of executive agencies by ESRF (2004) and further analysed in GOT (2005). These analyses are actually based on performance-related indicators. Executive agencies in Uganda are not assessed in a similar manner. Here, both well-informed people and a comparison of training institutions in a report by the Crown Agents (2004: 37) clearly identified the UMI as better performing but there is less information on other types of agencies. However, UWA was mentioned by some of our panel members of well-informed people as performing “below average” but with the qualification that it might now be improving after some past performance problems. During field work we determined that UWA not could be categorised as “below average”.

Table A.1. Basis for selection of cases

	Tanzania	Uganda
Local government	LG assessment for Local Government Capital Grant System 2005	LGDP assessments, 2003 and 2004
Ministries	Same ministries as in Uganda	Well-informed people
Executive agencies	GOT (2005). ESRF (2004)	Well-informed people plus Crown Agency (2004: 37)

¹ In both countries the assessment measure local governments compliance with guidelines for planning, procurement, financial management (quality of audit, timeliness of financial reports), tax collection efforts, provision of budget and account information to the public etc.

² Many international rating of countries are, in fact, based on the assessments of a few individuals (see Hyden et al, 2004). Our use of a few well-informed people is therefore consistent with a ‘best practice’ approach used in the absence of sufficient and reliable ‘hard’ data.

Table A.2. Organisations selected

	Tanzania		Uganda	
	Performing above average	Performing below average	Performing above average	Performing below average
Local government	Iringa Rural	Babati	Mpigi	Kamuli
Ministries	Ministry of Education and Sports	Ministry of Industry, Trade and Marketing	Ministry of Education and Culture	Ministry of Tourism, Trade and Industry
Executive Agencies	Tanzania Institute of Accountancy	Dam and Drilling Construction Agency	Uganda Management Institute (UMI)	Uganda Wildlife Authority (UWA)

Three organisations (shaded in the table) could not be classified according to performance due to insufficient information. Thus, the statistical analyses only include the nine organisations for which we have reasonably reliable assessments of organisational performance.

Selection of interviewees

Only “officers” (generally staff with a degree) were selected to do the self-administered questionnaire and to participate in the focus group discussions. In Tanzania, officers start at salary scale TGS-D or equivalent (Tshs 157.000/month). In Uganda, officers start at salary scale U4 (U.shs 655.000/month) or equivalent.

A sample of approximately 35 officers in the headquarters was drawn based on the following principles. First, all staff from the administration/personnel/finance department/units were selected, as this type of staff is common – and crucial for organisational performance - across the entire public service. Second, we then randomly selected additional units/departments and included all officers in these selected departments/units until around 35 officers were identified. This helps to ensure that the entire range of views in the selected units is solicited.³ Third, the chief executive was not included in the sample (a separate interview was conducted with him/her instead).

The size of the sampled staff is shown in appendix table A.3 together with the actual number of interviews conducted. The response rates were generally very high.

³ The sampling frame was discussed with Dr. Dan Meyowitz, Department of Epidemiology, University of Copenhagen. His advice is gratefully acknowledged, but we alone are responsible for the approach used.

Table A.3. Sample size information

	Tanzania			Uganda		
	Organisation	Sample size planned	Percent actually interviewed	Organisation	Sample size planned	Percent actually interviewed
Local Governments	Iringa Rural	38	92% [35]	Mpigi	35	97% [34]
	Babati	35	94% (33)	Kamuli	35	100% (35)
Ministries	Min of Education	39	95% (37)	Min of Education	35	100% (35)
	Min of Trade, Industry	39	72% [28]	Min of Tourism, Trade, Industry	38	84% [32]
Executive agencies	Tanzania Institute of Accountancy	35	94% (33)	Uganda Management Institute	35	33
	Drilling and Dam Construction Agency	32*	88% [28]	Uganda Wildlife Authority	39	82% [32]

[] = actual sample size

* : this is the entire number of officers in DDCA stationed in the headquarters

The questionnaire

The questionnaire is attached. It was pilot tested simultaneously in Tanzania and Uganda, so that the final version could be used in both countries (with only minor changes in the two country versions due to differences in technology). However, some questions soliciting factual information turned out to cause trouble for many respondents in Uganda (where the survey was first conducted). They were therefore changed in the Tanzania version. The implications for the comparative analyses are explained in the analytical sections of the report.

Several of the opinion-based questions request interviewees to use a Lickert scale to rate their agreement/disagreement with various statements. Many of these were copied and/or inspired by similar surveys by Bana and McCourt (2005), Paul and Anantharaman (2003) and by the Employers Organisation for Local Government in the UK⁴.

⁴ See <http://www.lg-employers.gov.uk/relations/surveys/sample.html>

Conduction of questionnaire survey and focus group interviews

The questionnaire was self-administered. In Uganda, the questionnaire was in English. In Tanzania, staff could choose a Kiswahili version if they wished to.

To enhance the response rate and the validity of answers, interviews were done in groups (typically of junior and senior staff separately). Everybody was given the same briefing about the purpose of the survey plus highlights of the more difficult questions in the questionnaire. Everybody was then asked to fill in the questionnaire on the spot. That enhanced the response rate and the consultants could assist staff that made queries about the questionnaire. The large majority completed the questionnaire in less than 45 minutes.

To encourage frank and open answers, measures to ensure confidentiality were taken. Thus, staff was not asked for write their names on the questionnaire. Moreover, when completed, all forms were handed directly to the consultants.⁵

The focus group discussions were conducted separately for junior and senior staff and the participants in these discussions were selected immediately after the completion of the questionnaire (English in Uganda; and mainly Swahili in Tanzania⁶). Staff was selected in cooperation with the personnel officer (who was normally assigned to assist the consultant). An effort was made to get more analytically inclined staff from various departments as members of the focus group. Women were also deliberately chosen. Two consultants conducted the discussion: one as the facilitator, the other as a note-taker. A few set questions were prepared to start off the discussion, which was then allowed to evolve around staff management issues depending on how the discussions were flowing. The focus group discussions lasted 1-2 hours.

Coding and analyses of questionnaire⁷

Data entry staff of Dege Consult did data entry. Each questionnaire had 150 variables coded; thus a total of 60,000 data entries was made. Data entry was cross checked during the actual process and subsequently a sample of 40 questionnaires was checked in details which identified less than 0.5% errors in data entry.

Several of the questions are based on a Lickerts scale, which was coded from 1-5.

Respondents reply	Code
I strongly disagree	1
I disagree	2
I don't know / I have no opinion	3
I agree	4
I strongly agree	5

⁵ In a few cases, staff took the questionnaire with them, and handed it in to the consultants later.

⁶ In Tanzania staff had an option of whether to use a Swahili or English versions of the questionnaire.

⁷ Coding and analyses were done in SPSS (appendix C). The full set of data is available on request.

Several questions were asked to explore one specific theme – for instance, eight different questions explored staff perceptions on promotions (Question number 40, sub questions 1-8). During SPSS analysis an index was constructed to measure staff overall assessment of the quality of promotion and similar indexes constructed for other themes. The way the index was constructed for promotions is outlined below in Table A.4. Out of the 8 questions; 4 were considered to be positively correlated to staff perceptions of quality of promotions, 3 were considered negatively related and one not directly related to assessment of quality.

The answer “don’t know/no opinion” is interpreted as “neutral” statement between the extremes “strongly disagree” and “strongly agree”, and such answers were included in the creation of the index (not excluded from analysis as if the answer was interpreted as a “missing value”).

A number of indices are constructed in this way. The construction of each index is presented in the relevant part of the SPSS analysis.

Table A.4. Construction of an index (example)

40. Your opinions about PROMOTIONS in this organization						
	Promotions are done in a transparent and fair manner	+				
	Good results in the Open Performance Appraisals (OPRAS) are important for getting a promotion	+				
	Promotions are done too rarely					
	Promotions are based on personal connections and favours	-				
	The ethnic background of employees influence the likelihood of promotion	-				
	Women have less of a chance of getting promoted than men	-				
	Our appraisal system is open, and fosters a culture of openness and trust	+				
	The way that promotions are done has improved the performance of our organization	+				

In the report, we present the results of correlations graphically by comparing average scorings of different indexes with categories such as

- Countries (comparing Uganda and Tanzania)
- Types of organisations (comparing executive agencies, central ministries and local governments) and finally
- Comparing organisations categorised as “above average performance” with those “below average performance”

The error bars of the graphs show the extent to which staff perceptions differ across organisations with a 90% confidence interval.

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Appendix B: Questionnaire

<p style="text-align: center;">SURVEY ON HUMAN RESOURCE MANAGEMENT PRACTICES IN THE PUBLIC SECTOR IN TANZANIA AND UGANDA</p>

Tanzania version, February 26 2006.

Thank you for taking time to fill in this questionnaire.

The purpose of the survey is to get a better understanding of how staff is managed in the public sector and how staff management affects your motivation and the performance of your organization.

The results of the survey **will help to suggest ways to improve staff management in the public sector**. Your own experience with the present staff management practices is an important input to identify such improvements.

Most questions focus on how staff management is **actually practiced** in your organization based on your own experiences. Therefore your **frank answers** to our questions are needed.

To secure frank answers **the completed questionnaires are confidential** and will only be used by the consultants. Therefore we do not ask for your name (as you can see in this questionnaire). Nobody can trace your answers back to you.

Danida has an ongoing interest in public sector reform in the country and funds the study. It is done in association with the Tanzanian and Ugandan authorities. It is conducted by the Danish Institute for International Studies – an independent research institute.

The quality and usefulness of our work depends on your cooperation and sound assessments.

Thank you in advance for your help.

To be filled in by interviewer			
	Country	Tanzania	
	Organization		
	Selection		
	Interview number		
	Date of interview		
Q#	Background information		
	Birth year		
	Present appointment		
	Department		
9.	1) How many officers do you supervise?		
	2) Are you a head of department or above?	Yes (1)	No (2)
	3) Are you common cadre?	Yes (1)	No (2)
10	Salary Scale		
11	Monthly gross salary (shillings per month)		
12	Education	(tick highest level below)	
	1) - Primary school,		
	2) - Secondary, 4 years		
	3) - Secondary, 6 years		
	4) - certificate		
	5) - diploma		
	6) - bachelor		
	7) - post graduate diploma		
	8) - masters		
	9) - PhD		
	10) - other		
	Gender?	Female (1)	Male (2)
	Married?	Yes (1)	No (2)
	Is your spouse staying with you here?	Yes (1)	No (2)
	Is your spouse working in the public sector?	Yes (1)	No (2)

	Number of people in your family that depends on your income		
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Your employment in the public sector			
	When were you employed in the public service for the first time? (Write year)		
	How many years – in total – have you worked in the public service since then? (write the total number of years)		
	Appointments, transfers, promotions and disciplinary cases	Tick (√) below if never	Write total number of times below
	How many times have you been appointed to a job in the public service based on a written application?		
	How many times have you been transferred within the public service based <u>on your own request</u> ?		
	How many times have you been transferred within the public service <u>by the authorities</u> ?		
	How many times have you been promoted while working in the public service?		
	How many times have you been demoted while working in the public service?		
	How many times have you been disciplined while working in the public service?		
	Have you ever received a public appreciation or any other type of recognition by your employers while working in the public service?		

Your own experiences with APPLYING FOR A JOB in the public sector		Write months or tick
	Last time I applied for a job – and I got it – it took	_____ months
	I have never applied for a job	
	I don't remember	

Your own experiences with PROBATION		Write months/tick
	Last time I was on probation, the confirmation took	_____ months
	I am still on probation	
	I have never been on probation	
	I don't remember	

Your own experiences with PROMOTIONS		Write months/tick
	Last time I was due for a promotion I got it after?	_____ months
	I have never been promoted	
	I don't remember	

Your own experiences with TRANSFERS		Write months/tick
	Last time I applied for a transfer – and I got it – it took	_____ months
	I have applied for a transfer but never got any	
	I have never applied for a transfer	
	I don't remember	

Your own experiences with COMPLAINTS		Write months/tick
	Last time I made a complaint about my salary, pension, transfer, promotion or such matters, it was dealt with and completed within	_____ months
	I have complained but it is not settled yet	
	I have never made a complaint of this type	
	I don't remember	

Your own experiences with DISCIPLINARY cases		Write months/tick
	Last time a disciplinary case was raised against me, the time it took to settle it was	_____ months
	I have a disciplinary case against me right now, but it is not settled yet	
	I have never had a disciplinary case raised against me	
	I don't remember	

6.	Your employment situation	Yes (1)	No (2)
	I am employed on “permanent and pensionable” terms		
	I am working on a contract basis		
	I am <u>acting</u> in my present job position		
	I am born in this district.		
	I have an appointment letter		
	The letter is signed by: A) Title of signing officer _____ b) Organization _____		
	I have a letter of confirmation		
8a)	I have a letter of deployment/posting		
8b)	I have a written schedule of duties		
9)	My ‘mother’ (‘parent’) ministry is involved in my transfers, promotions and other personnel matters		
10)	My ‘mother’ (‘parent’) ministry is involved in arranging for training or education for me		
11)	I have filled in an OPRAS form (Open Performance Appraisals) within the last 12 months		
12)	I have discussed the OPRAS with my supervisor		
13)	What is your ‘mother’ (‘parent’) ministry? Specify _____ Don’t Know _____ (tick)		

Your opinions on Human Resource Management Practices in your organization within the last 3 years		1	2	3	4	5
Q#	Based on your own experiences in this organization do you agree or disagree with the statements below?	I strongly disagree	I disagree	I don't know / no opinion	I agree	I agree very much
37. Your opinion about RECRUITMENT in this organization						
1)	Recruitment is done in a transparent and fair manner					
2)	Jobs are normally advertised					
3)	Candidates are normally interviewed and selected on merit					
4)	Recruitment is based on personal connections and favours					
5)	Applicants will occasionally pay with cash or favours to get the job					
6)	The ethnic background of applicants will influence the likelihood of employment					
7)	Vacant posts are filled in a timely and efficient manner					
8)	The newly recruited staff generally helps to improve the performance of this organization					
38. Your opinions about TRANSFERS in this organization						
	Transfers ordered by the authorities are usually transparent and fair					
2)	Transfers are done as a penalty for poor performance					
	Transfers are based on personal connections and favours					
	Transfers ordered by the authorities help to reduce corruption					
	The way that transfers are done has generally improved the performance of our organization					
39. Your opinions about DISCIPLINARY ACTION in this organization						
	Staff discipline is managed in a transparent and fair manner					
	Disciplinary cases are influenced by personal connections and favours					
	Disciplinary action is rarely taken against non-performing staff					
	Staff is not fired even if they perform poorly					
	Disciplinary action against corrupt staff is taken immediately					
	The way that disciplinary action is done has generally improved the performance of our organization					
40. Your opinions about PROMOTIONS in this organization						
	Promotions are done in a transparent and fair manner					
	Good results in the Open Performance Appraisals (OPRAS)					

	Your opinions on Human Resource Management Practices in your organization within the last 3 years	1	2	3	4	5
Q#	Based on your own experiences in this organization do you agree or disagree with the statements below?	I strongly disagree	I disagree	I don't know / no opinion	I agree	I agree very much
	are important for getting a promotion					
	Promotions are done too rarely					
	Promotions are based on personal connections and favours					
	The ethnic background of employees influence the likelihood of promotion					
	Women have less of a chance of getting promoted than men					
	Our appraisal system is open, and fosters a culture of openness and trust					
	The way that promotions are done has improved the performance of our organization					
41. Your opinions on Formal Rules for HIRING, FIRING, TRANSFERS AND PROMOTIONS/DEMOTIONS (HFTP)						
	The rules for HFTPs are generally well known in my organization					
	The Rules for HFTP have changed frequently in my organization the last five years					
	The rules for HFTP have generally improved over the last five years					
	Politicians interfere too much in the HFTP-activities in this organization					
	The present rules for HFTP are difficult to follow					
42	In this organization Staff is hired on the basis of					
	Merit (ability and skills required for the job)					
	Clear and transparent rules					
	Tribal affiliation and home region					
	Political connections					
	Gender considerations					
	Who knows who (social connections)					
	Corruption, bribery and back-door arrangements					

43	Your allowances & benefits during the last one year	Yes (1)	No (2)
	<u>Only</u> tick the allowances and benefits below that were provided over and above your salary		
	1) Transport allowance		
	2) Transport to and from work		
	3) General use of free and fueled car provided by your workplace		
	4) Housing allowances		
	5) Housing		
	6) Donor topping up		
	7) Allowance for special duties & assignments		
	8) SASE (Selective Accelerated Salary Enhancement)		
	9) Lunch allowances		
	10) In-transit allowances		
	11) Per diem (when travelling)		
	12) Sitting/meeting allowances (when at seminars/workshops)		
	13) Medical benefits		
	14) Any major allowance/benefits that are not listed above? Please write them here _____		

44	I regard these allowances and other benefits as	Tick one (√)
	Much more important for my income than my salary	
	Equally important for my income as my salary	
	Less important for my income than my salary	
	Not important at all (I have not received any of the allowances and benefits listed)	

45	I have participated in the following during the last year	Yes (1)	No (2)
	Training course		
	Workshop/seminar		
	Study tour within the country		
	Study tour outside the country		

	Management, leadership and working environment	1	2	3	4	5
Q#	Based on your own experiences in this organization – do you agree or disagree with the following statements?	I strongly disagree	I disagree	I don't know / no	I agree	I strongly agree
46	In my experience, my SUPERVISORS in this organization					
	Set clear targets and standards for my work					
	Follow up that I actually try to meet them					
	Encourage me when I do well					
	Try their best – within the budget constraints – to improve office environment and working tools for staff					
	Try their best – within the budget constraints – to help staff that have personal problems					
	Reward and discipline staff in a fair manner					
	Don't care much about my work					
47	In my experience, HARD WORKING AND HIGH PERFORMING STAFF in this organization is given:					
	Respect by colleagues					
	Awards in the form of trophies, certificates, or public praise by supervisors					
	Awards in the form of training, study trips, or seminar attendance					
	More allowances and other financial benefits					
	Much more work compared to other staff					
	Promotion to a better job position					
48	In my experience, poorly performing staff in this organization is :					
	Just left alone					
	Transferred to other organizations					
	Disciplined at once and in a fair manner					

	Your future job options	1	2	3	4	5
Q#	Based on your own experiences in this organization – do you agree or disagree with the following statements?	I strongly disagree	I disagree	I don't know / no	I agree	I strongly agree
49	I work in this organization because:					
	I need the salary					
	I have no other options					
	I am proud to work in this organization					
	I can do something important for my country					
	It gives me job security and pension					
	It gives me prestige					
	It gives me good chances for promotions					
	The prospects for further education are good					
	I know the right people here					
	It is well managed					
	It has an adequate budget					
	My spouse works nearby					
	This is my home area					
	This location has good facilities (schools, hospitals, etc)					
50	future employment					
	I am actively trying to get a job in the private sector					
	I am actively trying to get a job in a NGO or donor organization					
	I want to start my own business and skip work in the public sector					
	to continue to work in the public sector					
	The terms and conditions for working in the public sector will improve in the coming years					
	The management style in the public sector will improve in the coming years					
	The office environment and working tools will improve in the coming years					

51	Here are some improvements that may help to motivate you to work better . Rank the four improvements that are most important for your motivation. Write 1 (one) for the most important improvement; 2 (two) for the next most important; and so on. Only mark four out of the twelve listed below	Write 1, 2, 3, & 4 below
	Increased budgets for service delivery	
	Improved hiring, firing, transfer and promotion practices	
	Better career possibilities	
	the management should be better at disciplining poorly performing staff	
	Increased pensions	
	More training	
	Increased allowances	
	More money to improve offices and working tools	
	Increased salaries	
	Improved leadership	
	Better relations to our customers/clients	
	Other. Please specify _____	

Any comments and additional opinions or views?? Please write them here. _____

Thank you very much

APPENDIX C: SPSS ANALYSIS

1. General profile of cases

1.1 Organisations and countries

A total of 400 interviews were undertaken in 12 organisations. We sought to get 35 interviews in each organisation. The tables below show the extent to which the target was reached.

Organisation

	Frequency	Percent
Ministry of Education (UG)	35	8.8
Ministry of Trade and Industry (UG)	32	8.0
Mpigi District (UG)	35	8.8
Kamuli District (UG)	35	8.8
Uganda Man. Institute	35	8.8
Uganda WildL Auth.	33	8.3
Ministry of Education and Vocational Training (TZ)	37	9.3
Tanzania Institute of Accountancy	35	8.8
Babati District (TZ)	33	8.3
MITM (TZ)	28	7.0
Iringa District (TZ)	35	8.8
DDCA (TZ)	27	6.8
Total	400	100.0

Type-Organisation

	Frequency	Percent
Local Government	138	34.5
Executive Agency	129	32.3
Central Government	133	33.3
Total	400	100.0

Country

	Frequency	Percent
Uganda	205	51.3
Tanzania	195	48.8
Total	400	100.0

1.2 Age

Report

AGE

Organisation	Mean	N	Std. Deviation
Ministry of Education	43.16	32	7.401
Ministry of Trade and Industry	44.58	31	7.987
Mpigi District	37.88	33	8.539
Kamuli District	39.26	35	7.924
Uganda Man. Institute	40.24	33	10.446
Uganda WildL Auth.	39.53	32	6.319
Ministry of Education and Vocational Training	44.28	36	7.659
Tanzania Institute of Accountancy	39.45	33	8.584
Babati District	45.73	33	9.458
Iringa District	45.12	33	7.952
DDCA	42.92	26	12.345
Total	41.99	357	8.946

The average age of staff interviewed was 42 years with no major differences between Tanzania and Uganda but with significant variation across the organisations.

In Tanzania staff is oldest in LGs and CG, whereas in Uganda staff in central government is older and the youngest staff is found in LGs.

This pattern can probably be explained by the fact that Tanzania has maintained a centralised system for staff recruitment and deployment. This has left many older civil servants in LGs, whereas in Uganda staff recruitment over the last ten years has been decentralised to LGs and these furthermore have had by far the most posts open for new recruits in the same period.

Figure 1: Age of staff in different organisations in Tanzania

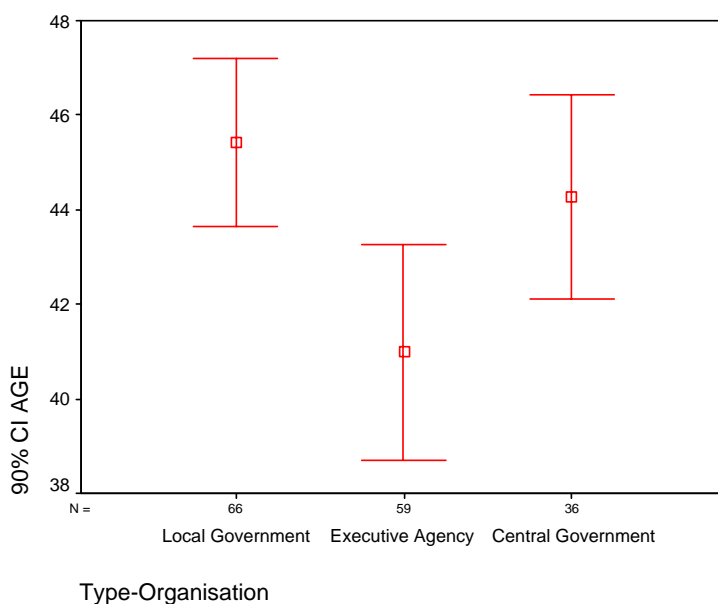


Figure 2: Age of Staff in different organisations in Uganda

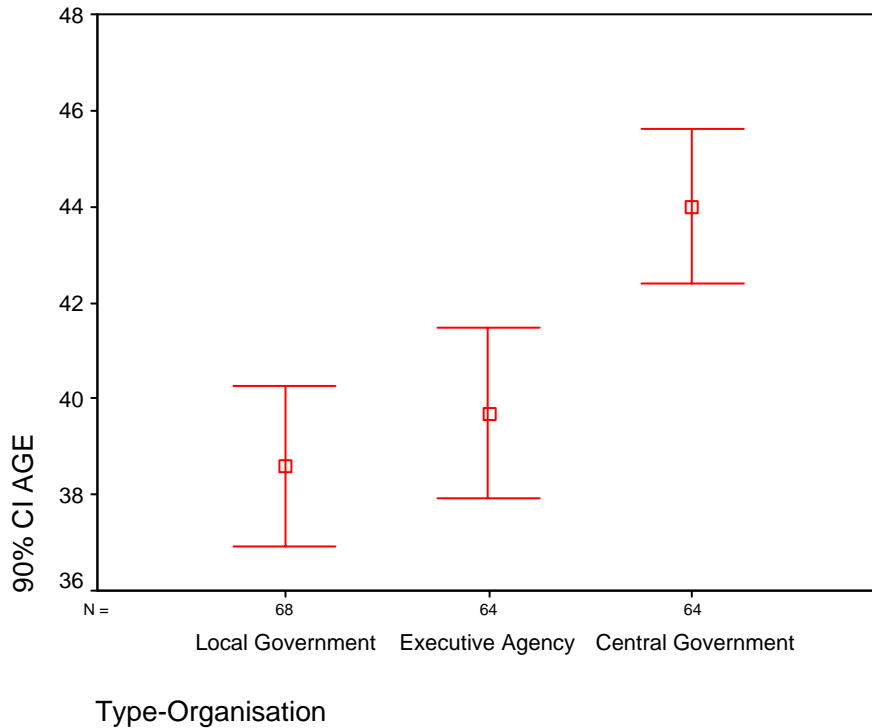


Figure 1 and 2 above illustrate the differences in age (mean) between different types of organisations in Tanzania and Uganda. The tables illustrate the extent to which differences can be observed with a 90% confidence interval.

1.3 Gender

Approximately a third of the respondents were women

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	136	34.0	34.9	34.9
	Male	254	63.5	65.1	100.0
	Total	390	97.5	100.0	
Missing	System	10	2.5		
Total		400	100.0		

1.4 Education

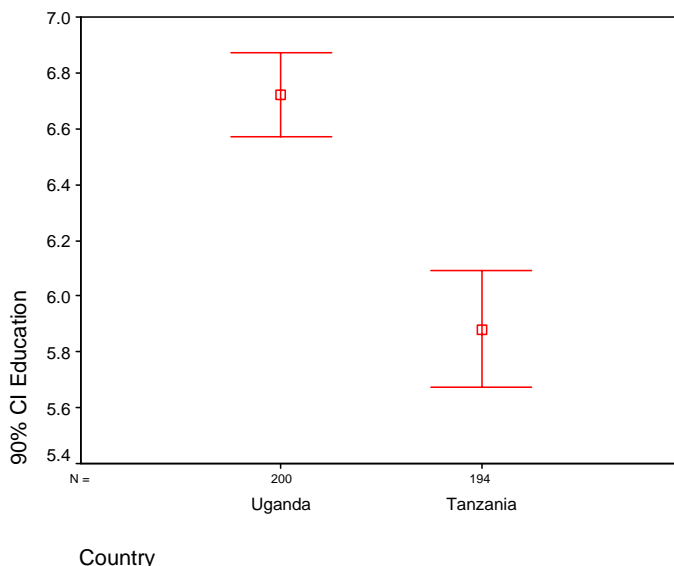
One criterion for selection of respondents was that they should be “officers” – thus 95% of the respondents have a university degree or similar qualifications. A few respondents (total 5%) were included in interviews in spite of this criterion.

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary School	4	1.0	1.0	1.0
	Secondary School 4 years	15	3.8	3.8	4.8
	Secondary school 6 years	1	.3	.3	5.1
	Certificate	18	4.5	4.6	9.6
	Diploma	51	12.8	12.9	22.6
	bachelor	136	34.0	34.5	57.1
	post graduate diploma	57	14.3	14.5	71.6
	masters	107	26.8	27.2	98.7
	Other	5	1.3	1.3	100.0
	Total	394	98.5	100.0	
Missing	System	6	1.5		
Total		400	100.0		

Primary school education was coded “1”, Secondary “2”, “bachelor “6” etc and averages in this way compared in the table below.

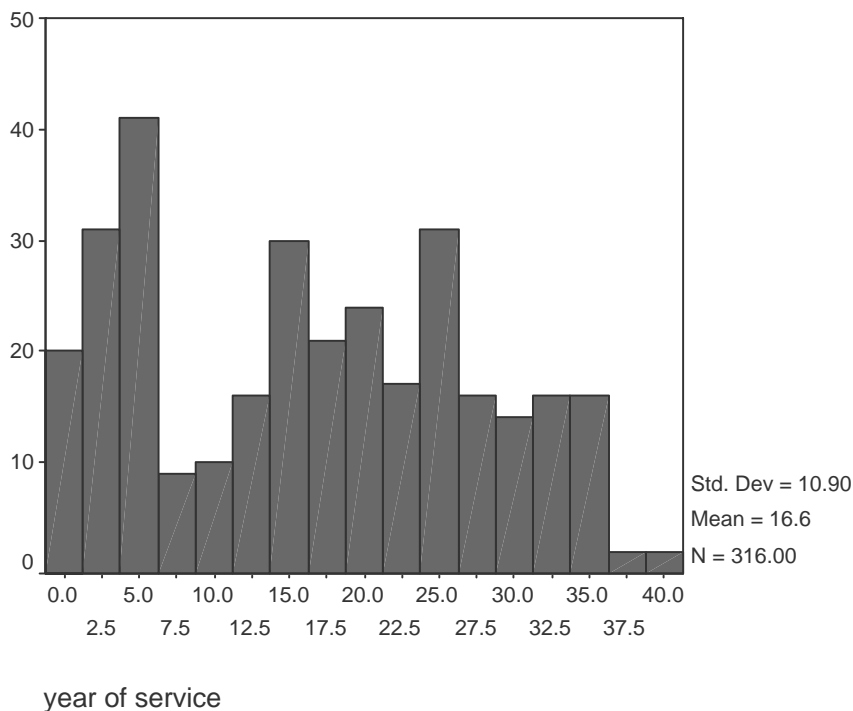
The level of education is higher in Uganda than Tanzania among the respondents, but this is probably also a reflection of general differences in the public service.



Education * Country Crosstabulation

Count		Country		Total
		Uganda	Tanzania	
Education	Primary School		4	4
	Secondary School 4 years	4	11	15
	Secondary school 6 years		1	1
	Certificate	3	15	18
	Diploma	18	33	51
	bachelor	65	71	136
	post graduate diploma	38	19	57
	masters	71	36	107
	Other	1	4	5
Total		200	194	394

1.5 Years in Service



The respondents had on average served 16 years in the public service.

2. Frequency and Opinions on HFTP Procedures

2.1 Basic data on HFTP Frequencies

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
year of service	316	1	41	16.60	10.896
Number of appointments based on applications	211	1	10	1.45	.976
transfers requested	87	0	9	1.39	1.512
Transfers not-requested	154	0	8	1.82	1.561
Promotions	185	0	10	2.37	1.822
demotions	42	0	7	.90	1.428
disciplinary cases	24	0	2	.46	.588
Public appreciation or recognition	54	0	4	1.43	.860
Job applications - process period	261	0	144	5.78	12.082
Probation	314	0	288	25.11	31.187
Promotion	119	1	228	34.37	45.885
Transfers	53	1	48	5.94	8.082
Complaints	77	1	192	17.12	30.840
Disciplinary cases	10	1	8	2.20	2.201
Valid N (listwise)	0				

The above pattern does not vary significantly across countries or organisations. It should be noted that the questionnaire was simplified when managed in Tanzania, which led to more valid answers to the above questions for that country.

2.1 Opinion about recruitment in this organisation (Q37)
 Questions 37-42.

In the survey, we asked a range of questions in order to measure the degree to which principles of merit based recruitment and promotions were adhered to.

The following questions give an overall assessment of staff perceptions of the quality of HFTP procedures within the organisation that they work.

Recruitment is transparent and fair

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	23	5.8	6.1	6.1
	Disagree	27	6.8	7.1	13.2
	dont know/no opinion	51	12.8	13.4	26.6
	Agree	183	45.8	48.2	74.7
	Agree very much	96	24.0	25.3	100.0
	Total	380	95.0	100.0	
Missing	System	20	5.0		
Total		400	100.0		

Jobs are advertised

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	11	2.8	2.9	2.9
	Disagree	5	1.3	1.3	4.2
	dont know/no opinion	14	3.5	3.7	7.8
	Agree	180	45.0	47.0	54.8
	Agree very much	173	43.3	45.2	100.0
	Total	383	95.8	100.0	
Missing	System	17	4.3		
Total		400	100.0		

Candidates selected on merit

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	12	3.0	3.1	3.1
	Disagree	18	4.5	4.7	7.9
	dont know/no opinion	51	12.8	13.4	21.2
	Agree	192	48.0	50.3	71.5
	Agree very much	109	27.3	28.5	100.0
	Total	382	95.5	100.0	
Missing	System	18	4.5		
Total		400	100.0		

Recruitment based on personal favours

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	82	20.5	21.9	21.9
	Disagree	154	38.5	41.1	62.9
	dont know/no opinion	100	25.0	26.7	89.6
	Agree	33	8.3	8.8	98.4
	Agree very much	6	1.5	1.6	100.0
	Total	375	93.8	100.0	
Missing	System	25	6.3		
Total		400	100.0		

Applicants pay cash or favours

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	128	32.0	33.3	33.3
	Disagree	112	28.0	29.2	62.5
	dont know/no opinion	121	30.3	31.5	94.0
	Agree	19	4.8	4.9	99.0
	Agree very much	4	1.0	1.0	100.0
	Total	384	96.0	100.0	
Missing	System	16	4.0		
Total		400	100.0		

Ethnic background influence employment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	82	20.5	21.8	21.8
	Disagree	120	30.0	31.8	53.6
	dont know/no opinion	102	25.5	27.1	80.6
	Agree	61	15.3	16.2	96.8
	Agree very much	12	3.0	3.2	100.0
	Total	377	94.3	100.0	
Missing	System	23	5.8		
Total		400	100.0		

Vacant posts filled timely and efficiently

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	41	10.3	10.8	10.8
	Disagree	134	33.5	35.2	45.9
	dont know/no opinion	67	16.8	17.6	63.5
	Agree	117	29.3	30.7	94.2
	Agree very much	22	5.5	5.8	100.0
	Total	381	95.3	100.0	
Missing	System	19	4.8		
Total		400	100.0		

New recruits improved org performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	10	2.5	2.6	2.6
	Disagree	29	7.3	7.6	10.2
	dont know/no opinion	55	13.8	14.4	24.7
	Agree	230	57.5	60.4	85.0
	Agree very much	57	14.3	15.0	100.0
	Total	381	95.3	100.0	
Missing	System	19	4.8		
Total		400	100.0		

Q38: Your

2.2 Opinion about transfers in this organisation (Q38)

Transfers are transparent and fair

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	24	6.0	6.5	6.5
	Disagree	54	13.5	14.6	21.1
	dont know/no opinion	113	28.3	30.5	51.6
	Agree	142	35.5	38.4	90.0
	Agree very much	37	9.3	10.0	100.0
	Total	370	92.5	100.0	
Missing	System	30	7.5		
Total		400	100.0		

Transfers done as penalty

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	43	10.8	12.2	12.2
	Disagree	120	30.0	34.1	46.3
	dont know/no opinion	127	31.8	36.1	82.4
	Agree	54	13.5	15.3	97.7
	Agree very much	8	2.0	2.3	100.0
	Total	352	88.0	100.0	
Missing	System	48	12.0		
Total		400	100.0		

Transfers based on personal conn and fav

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	65	16.3	18.0	18.0
	Disagree	112	28.0	30.9	48.9
	dont know/no opinion	130	32.5	35.9	84.8
	Agree	44	11.0	12.2	97.0
	Agree very much	11	2.8	3.0	100.0
	Total	362	90.5	100.0	
Missing	System	38	9.5		
Total		400	100.0		

Transfers done to reduce corruption

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	25	6.3	6.8	6.8
	Disagree	68	17.0	18.6	25.4
	dont know/no opinion	157	39.3	42.9	68.3
	Agree	92	23.0	25.1	93.4
	Agree very much	24	6.0	6.6	100.0
	Total	366	91.5	100.0	
Missing	System	34	8.5		
Total		400	100.0		

Transfers improve org performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	21	5.3	5.7	5.7
	Disagree	49	12.3	13.4	19.1
	dont know/no opinion	135	33.8	36.9	56.0
	Agree	131	32.8	35.8	91.8
	Agree very much	30	7.5	8.2	100.0
	Total	366	91.5	100.0	
Missing	System	34	8.5		
Total		400	100.0		

2.3 Opinion about Disciplinary Action in this organisation (Q39)

Staff Discipline managed fair and transparently

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	18	4.5	4.8	4.8
	Disagree	39	9.8	10.5	15.3
	dont know/no opinion	83	20.8	22.3	37.5
	Agree	179	44.8	48.0	85.5
	Agree very much	54	13.5	14.5	100.0
	Total	373	93.3	100.0	
Missing	System	27	6.8		
Total		400	100.0		

Disciplinary cases influenced by personal connections and favours

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	69	17.3	18.6	18.6
	Disagree	141	35.3	38.1	56.8
	dont know/no opinion	108	27.0	29.2	85.9
	Agree	40	10.0	10.8	96.8
	Agree very much	12	3.0	3.2	100.0
	Total	370	92.5	100.0	
Missing	System	30	7.5		
Total		400	100.0		

Disciplinary cases rarely taken against non-performers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	30	7.5	7.9	7.9
	Disagree	126	31.5	33.2	41.1
	dont know/no opinion	84	21.0	22.1	63.2
	Agree	125	31.3	32.9	96.1
	Agree very much	15	3.8	3.9	100.0
	Total	380	95.0	100.0	
Missing	System	20	5.0		
Total		400	100.0		

Staff is not fired even when they perform poorly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	56	14.0	14.8	14.8
	Disagree	135	33.8	35.6	50.4
	dont know/no opinion	96	24.0	25.3	75.7
	Agree	77	19.3	20.3	96.0
	Agree very much	15	3.8	4.0	100.0
	Total	379	94.8	100.0	
Missing	System	21	5.3		
Total		400	100.0		

Corrupt staff is immediately disciplined

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	26	6.5	6.9	6.9
	Disagree	62	15.5	16.5	23.4
	dont know/no opinion	128	32.0	34.0	57.4
	Agree	124	31.0	33.0	90.4
	Agree very much	36	9.0	9.6	100.0
	Total	376	94.0	100.0	
Missing	System	24	6.0		
Total		400	100.0		

Disciplinary actions have generally improved org performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	13	3.3	3.5	3.5
	Disagree	52	13.0	13.8	17.3
	dont know/no opinion	115	28.8	30.6	47.9
	Agree	157	39.3	41.8	89.6
	Agree very much	39	9.8	10.4	100.0
	Total	376	94.0	100.0	
Missing	System	24	6.0		
Total		400	100.0		

2.4 Opinion about Promotions in this organisation (Q40)

Promotions are done transparently and fairly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	49	12.3	13.2	13.2
	Disagree	57	14.3	15.3	28.5
	dont know/no opinion	79	19.8	21.2	49.7
	Agree	148	37.0	39.8	89.5
	Agree very much	39	9.8	10.5	100.0
	Total	372	93.0	100.0	
Missing	System	28	7.0		
Total		400	100.0		

OPRAS results are important for promotions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	23	5.8	6.1	6.1
	Disagree	45	11.3	11.9	17.9
	dont know/no opinion	88	22.0	23.2	41.2
	Agree	162	40.5	42.7	83.9
	Agree very much	61	15.3	16.1	100.0
	Total	379	94.8	100.0	
Missing	System	21	5.3		
Total		400	100.0		

Promotions are done too rarely

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	18	4.5	4.8	4.8
	Disagree	50	12.5	13.3	18.1
	dont know/no opinion	55	13.8	14.6	32.7
	Agree	161	40.3	42.8	75.5
	Agree very much	92	23.0	24.5	100.0
	Total	376	94.0	100.0	
Missing	System	24	6.0		
Total		400	100.0		

Promotions are based on personal connections and favours

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	56	14.0	15.1	15.1
	Disagree	125	31.3	33.6	48.7
	dont know/no opinion	125	31.3	33.6	82.3
	Agree	39	9.8	10.5	92.7
	Agree very much	27	6.8	7.3	100.0
	Total	372	93.0	100.0	
Missing	System	28	7.0		
Total		400	100.0		

Ethnic background influence promotions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	59	14.8	15.7	15.7
	Disagree	137	34.3	36.5	52.3
	dont know/no opinion	119	29.8	31.7	84.0
	Agree	40	10.0	10.7	94.7
	Agree very much	20	5.0	5.3	100.0
	Total	375	93.8	100.0	
Missing	System	25	6.3		
Total		400	100.0		

Women have less chances for promotions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	91	22.8	24.4	24.4
	Disagree	158	39.5	42.4	66.8
	dont know/no opinion	79	19.8	21.2	87.9
	Agree	32	8.0	8.6	96.5
	Agree very much	13	3.3	3.5	100.0
	Total	373	93.3	100.0	
Missing	System	27	6.8		
Total		400	100.0		

Appraisal system is open - fosters trust

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	21	5.3	5.6	5.6
	Disagree	47	11.8	12.6	18.3
	dont know/no opinion	82	20.5	22.0	40.3
	Agree	181	45.3	48.7	89.0
	Agree very much	41	10.3	11.0	100.0
	Total	372	93.0	100.0	
Missing	System	28	7.0		
Total		400	100.0		

Promotions improve performance of our organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	28	7.0	7.5	7.5
	Disagree	69	17.3	18.4	25.9
	dont know/no opinion	114	28.5	30.4	56.3
	Agree	123	30.8	32.8	89.1
	Agree very much	41	10.3	10.9	100.0
	Total	375	93.8	100.0	
Missing	System	25	6.3		
Total		400	100.0		

2.5 Opinion about formal rules for HFTP in this organisation (Q41)

Rules for HFTP are wellknown

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	29	7.3	7.7	7.7
	Disagree	98	24.5	26.1	33.8
	dont know/no opinion	64	16.0	17.0	50.8
	Agree	154	38.5	41.0	91.8
	Agree very much	31	7.8	8.2	100.0
	Total	376	94.0	100.0	
Missing	System	24	6.0		
Total		400	100.0		

Rules for HFTP have changed frequently

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	28	7.0	7.4	7.4
	Disagree	110	27.5	29.2	36.6
	dont know/no opinion	141	35.3	37.4	74.0
	Agree	84	21.0	22.3	96.3
	Agree very much	14	3.5	3.7	100.0
	Total	377	94.3	100.0	
Missing	System	23	5.8		
Total		400	100.0		

Rules for HFTP have improved

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	23	5.8	6.2	6.2
	Disagree	76	19.0	20.4	26.5
	dont know/no opinion	142	35.5	38.1	64.6
	Agree	119	29.8	31.9	96.5
	Agree very much	13	3.3	3.5	100.0
	Total	373	93.3	100.0	
Missing	System	27	6.8		
Total		400	100.0		

politicians interfere too much in HFTP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	36	9.0	9.7	9.7
	Disagree	89	22.3	24.1	33.8
	dont know/no opinion	106	26.5	28.6	62.4
	Agree	100	25.0	27.0	89.5
	Agree very much	39	9.8	10.5	100.0
	Total	370	92.5	100.0	
Missing	System	30	7.5		
Total		400	100.0		

The Present HFTP rules are difficult to follow

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	36	9.0	9.8	9.8
	Disagree	124	31.0	33.8	43.6
	dont know/no opinion	110	27.5	30.0	73.6
	Agree	75	18.8	20.4	94.0
	Agree very much	22	5.5	6.0	100.0
	Total	367	91.8	100.0	
Missing	System	33	8.3		
Total		400	100.0		

2.6 Recruitment Characteristics (Q42)

Staff is hired based on merit

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	18	4.5	4.8	4.8
	Disagree	18	4.5	4.8	9.6
	dont know/no opinion	32	8.0	8.5	18.1
	Agree	217	54.3	57.9	76.0
	Agree very much	90	22.5	24.0	100.0
	Total	375	93.8	100.0	
Missing	System	25	6.3		
Total		400	100.0		

Staff is hired based on clear and transparent rules

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	15	3.8	4.0	4.0
	Disagree	41	10.3	11.0	15.0
	dont know/no opinion	47	11.8	12.6	27.6
	Agree	205	51.3	55.0	82.6
	Agree very much	65	16.3	17.4	100.0
	Total	373	93.3	100.0	
Missing	System	27	6.8		
Total		400	100.0		

Staff is hired based on tribal affiliation and home area

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	94	23.5	26.0	26.0
	Disagree	155	38.8	42.9	69.0
	dont know/no opinion	67	16.8	18.6	87.5
	Agree	34	8.5	9.4	97.0
	Agree very much	11	2.8	3.0	100.0
	Total	361	90.3	100.0	
Missing	System	39	9.8		
Total		400	100.0		

Staff is hired based on political connections

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	74	18.5	20.7	20.7
	Disagree	137	34.3	38.3	58.9
	dont know/no opinion	86	21.5	24.0	83.0
	Agree	44	11.0	12.3	95.3
	Agree very much	17	4.3	4.7	100.0
	Total	358	89.5	100.0	
Missing	System	42	10.5		
Total		400	100.0		

Staff is hired based on Gender considerations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	55	13.8	15.3	15.3
	Disagree	135	33.8	37.5	52.8
	dont know/no opinion	90	22.5	25.0	77.8
	Agree	63	15.8	17.5	95.3
	Agree very much	17	4.3	4.7	100.0
	Total	360	90.0	100.0	
Missing	System	40	10.0		
Total		400	100.0		

Staff is hired based on social connections

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	81	20.3	22.5	22.5
	Disagree	129	32.3	35.8	58.3
	dont know/no opinion	94	23.5	26.1	84.4
	Agree	43	10.8	11.9	96.4
	Agree very much	13	3.3	3.6	100.0
	Total	360	90.0	100.0	
Missing	System	40	10.0		
Total		400	100.0		

Staff is hired based corruption

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	103	25.8	28.6	28.6
	Disagree	123	30.8	34.2	62.8
	dont know/no opinion	103	25.8	28.6	91.4
	Agree	23	5.8	6.4	97.8
	Agree very much	8	2.0	2.2	100.0
	Total	360	90.0	100.0	
Missing	System	40	10.0		
Total		400	100.0		

3. Relationship between HFTP and organisational performance

In order to analyse the relationship between staff perceptions on HFTP practices and organisational performance as well as to analyse differences in perceptions across countries and organisations, we generated a numeric index for several of the main questions that summarised staff perceptions on a given topic.

The higher the number – the higher the staff valued the quality of the particular HFTP practice.

Two different indexes for quality of **Recruitment** were created by analysing the responses to Q37 and Q42 respectively.

Index 1: (Q37) = $q37.1 + q37.2 + q37.3 - q37.4 - q37.5 - q37.6 + q37.7 + q37.8$.

Index 2 (Q42) = $q42.1 + q42.2 - q42.3 - q42.4 + q42.5 - q42.6 - q42.7$

Index for quality of **disciplinary** actions was created as =
 $q39.1 - q39.2 - q39.3 - q39.4 + q39.5 + q39.6$

Index for quality of **Promotions** was created as:
 $q40.1 + q40.2 - q40.4 - q40.5 - q40.6 + q40.7 + q40.8$

The Index for **quality of formal rules** for HFTP was created as:
 $q41.1 + q41.3 - q41.4 - q41.5$

The index for quality of **transfers** was created as $Q38.1 - Q38.2 - Q38.3 + Q38.4 + Q38.5$

3.1 Quality of recruitment (Q37) and organisational performance

Figure 3: Quality of recruitment (Q37) and organisation - Uganda

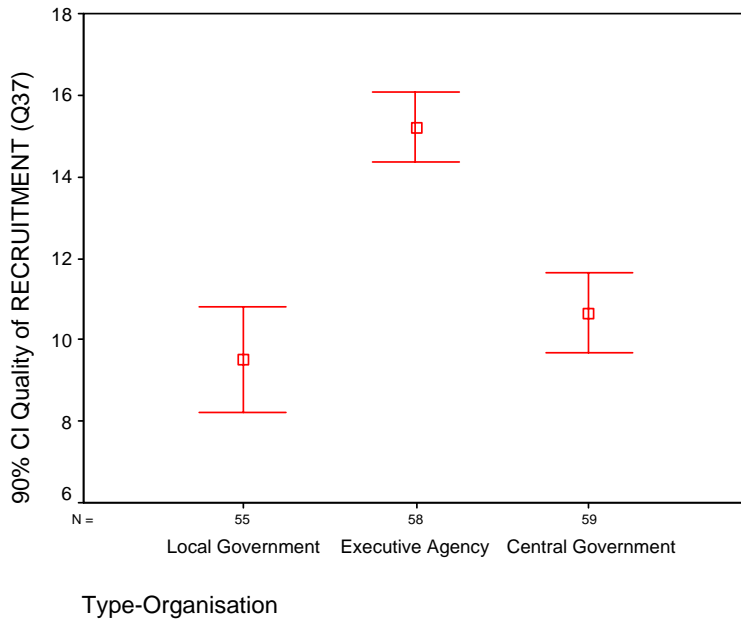


Figure 4: Quality of Recruitment (Q37) and organisation - Tanzania

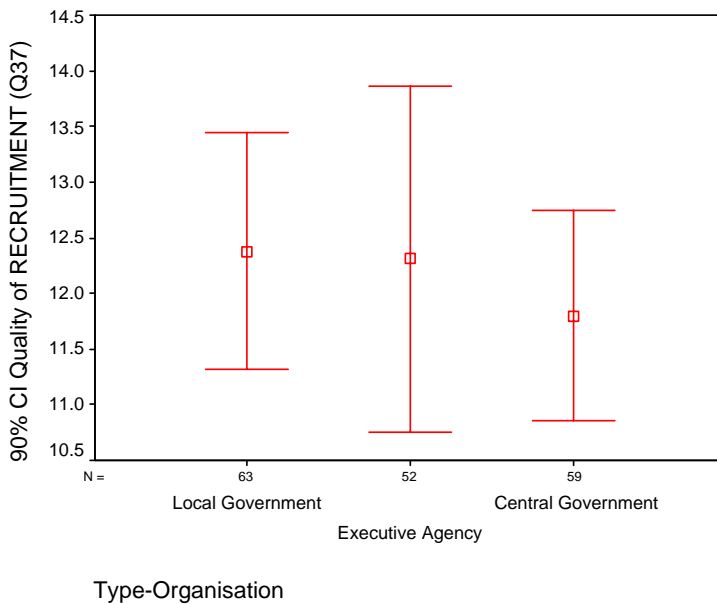


Figure 5: Quality of recruitment and organisation (Q42) - Uganda

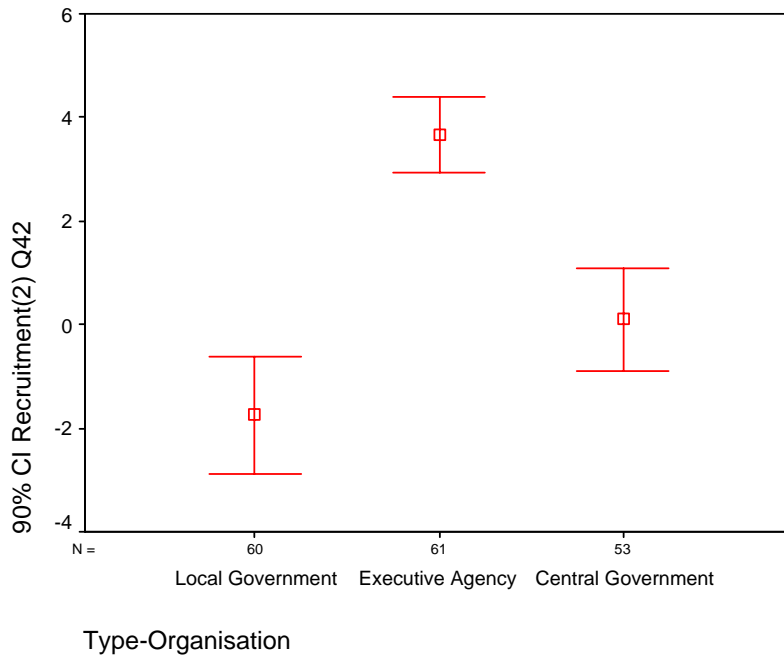


Figure 6: Quality of recruitment (Q42) and organisation - Tanzania

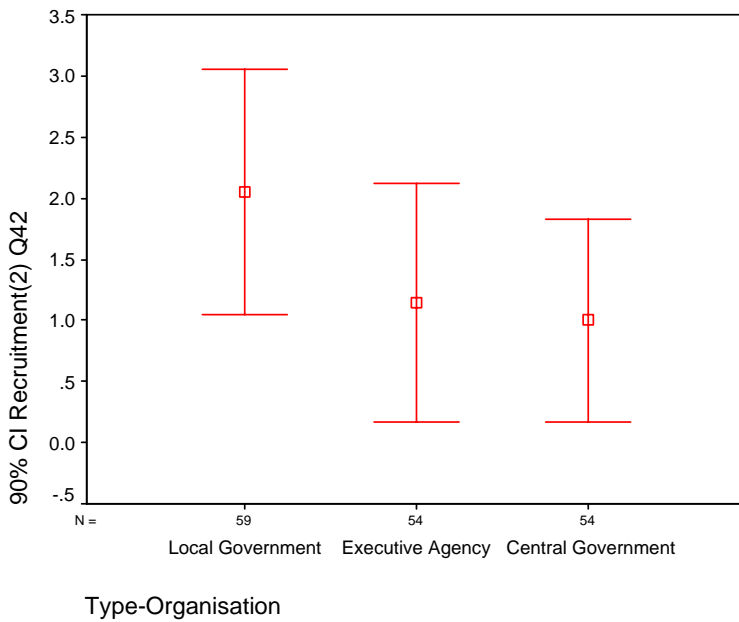


Figure 7: Quality of recruitment and org performance - 9 organisations (q37)

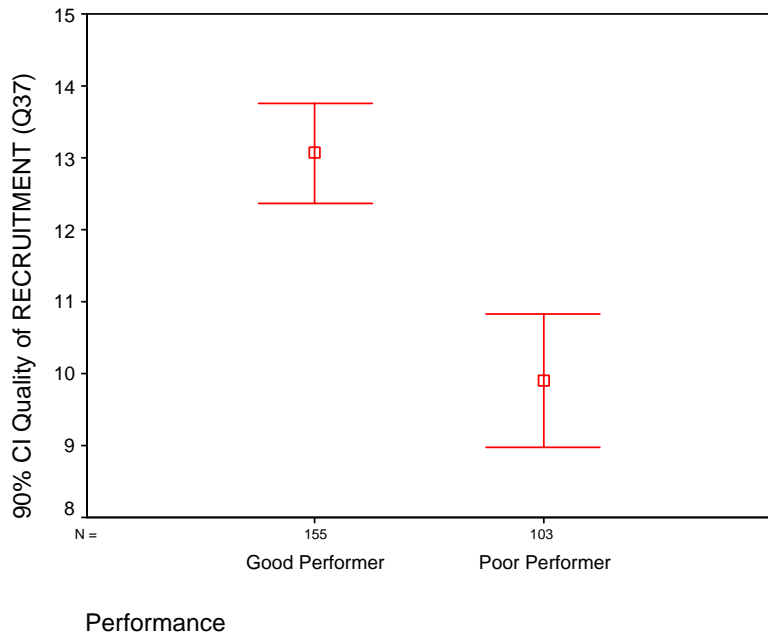


Figure 8: Quality of recruitment and organisational performance – Uganda (q37)

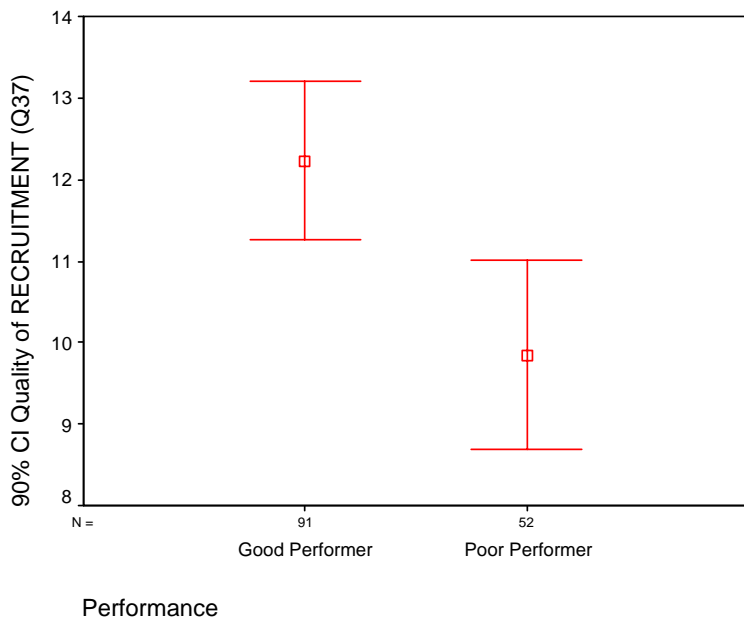
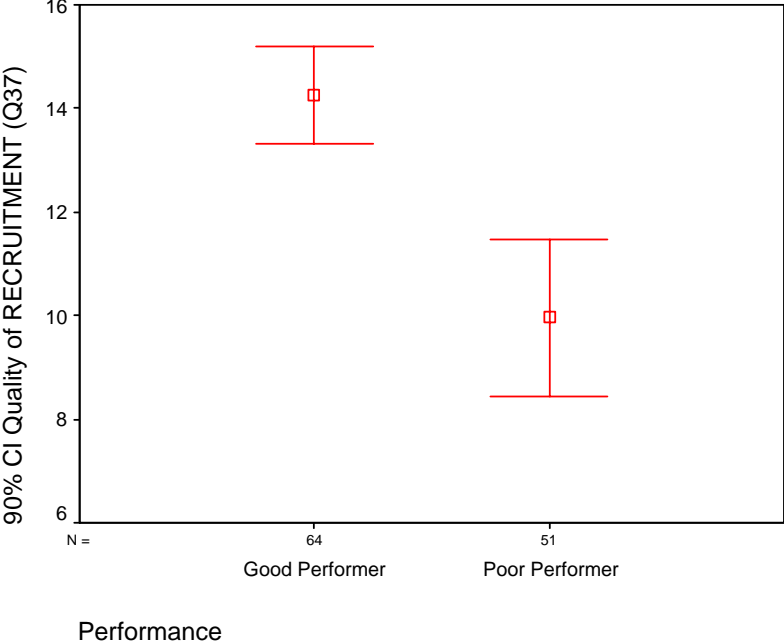
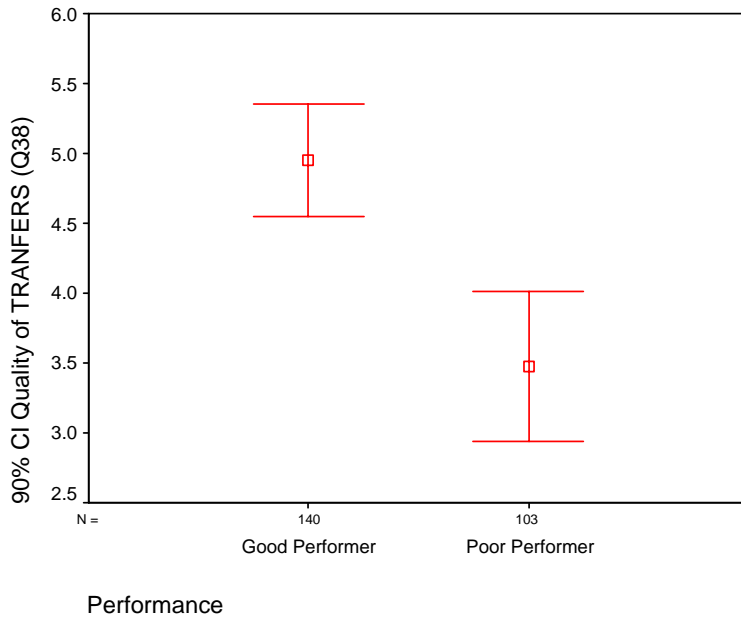


Figure 9: Quality of recruitment and organisational performance - Tanzania (q37)



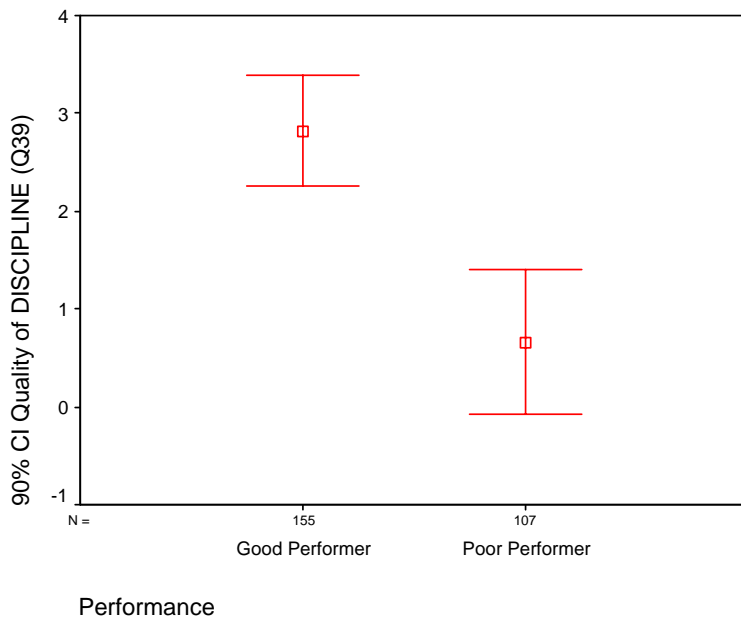
3.2 Quality of Transfers and Organisational Performance

Figure 10: Quality of transfers and organisational performance - 9 organisations



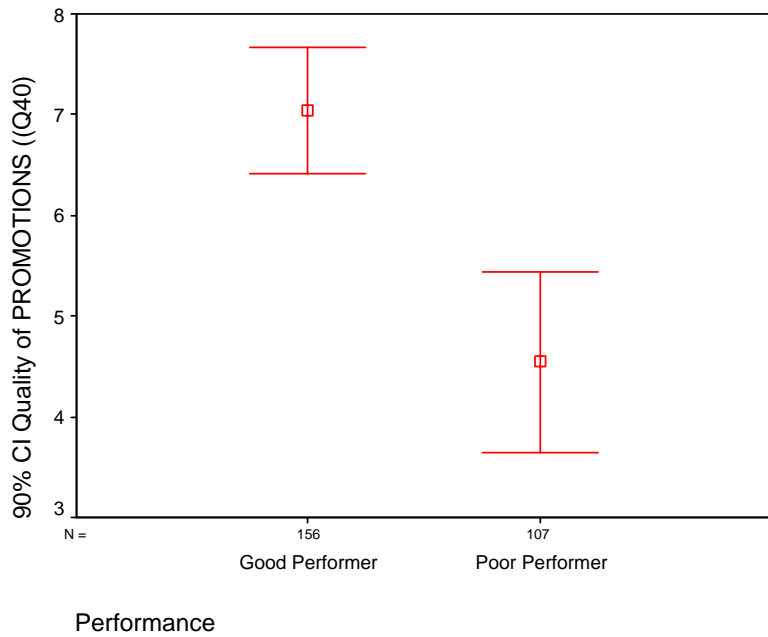
3.3. Quality of Staff Discipline and Organisational Performance

Figure 11: Quality of Staff Discipline and organisational performance



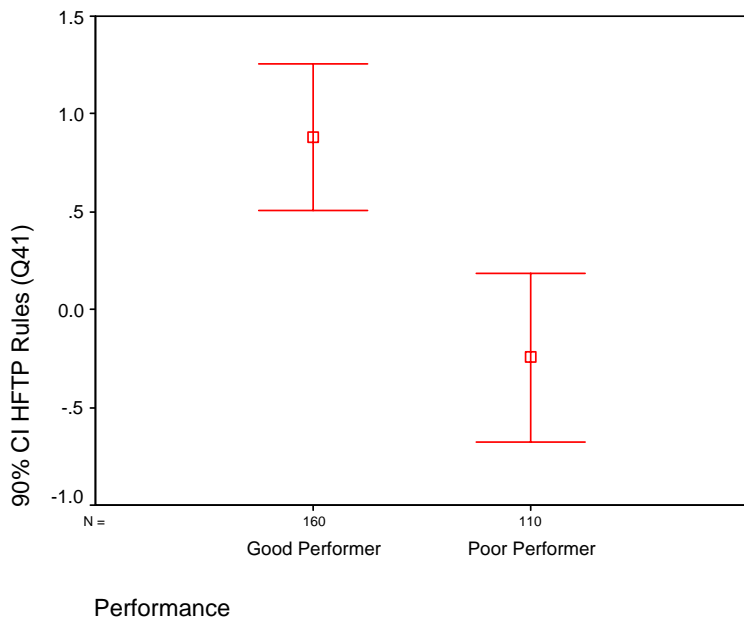
3.4 Quality of Promotions and Organisational Performance

Figure 12: Promotions and Organisational Performance - 9 organisations



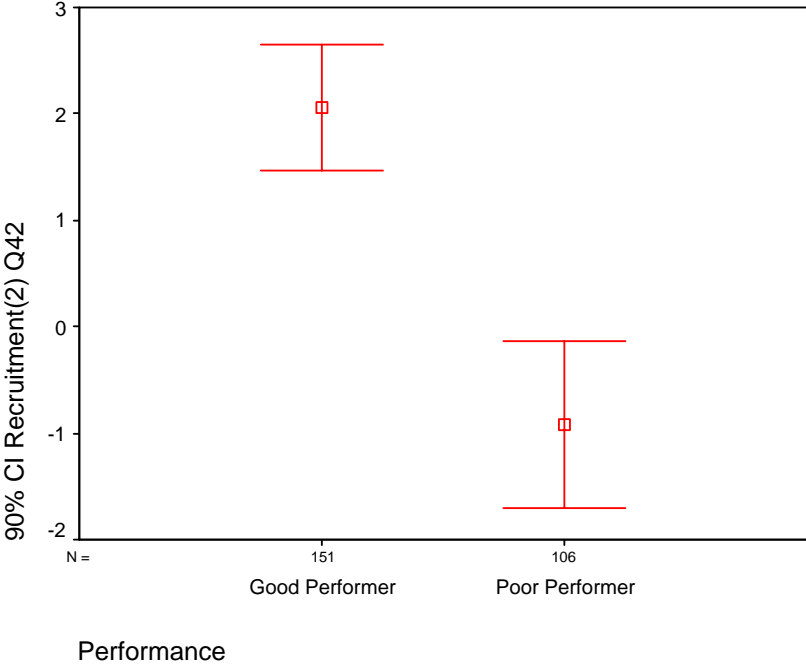
3.5 Clarity on HFTP Rules and organisational Performance

Figure 13: Clarity on HFTP Rules and Organisational Performance - 9 organisations



3.6 Quality of recruitment (Q42) and Organisational Performance

Figure 14: Quality of recruitment (q42) and org performance - 9 organisations



4. Analysis of Staff Motivation (Q49 & Q50)

4.1: I work in this organisation because...(Q49)

I need salary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	39	9.8	10.5	10.5
	Disagree	40	10.0	10.8	21.4
	dont know/no opinion	7	1.8	1.9	23.2
	Agree	190	47.5	51.4	74.6
	Agree very much	94	23.5	25.4	100.0
	Total	370	92.5	100.0	
Missing	System	30	7.5		
Total		400	100.0		

I have no other options

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	89	22.3	24.7	24.7
	Disagree	167	41.8	46.4	71.1
	dont know/no opinion	12	3.0	3.3	74.4
	Agree	59	14.8	16.4	90.8
	Agree very much	33	8.3	9.2	100.0
	Total	360	90.0	100.0	
Missing	System	40	10.0		
Total		400	100.0		

Im am proud to work in this organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	21	5.3	5.8	5.8
	Disagree	47	11.8	13.1	18.9
	dont know/no opinion	17	4.3	4.7	23.6
	Agree	187	46.8	51.9	75.6
	Agree very much	88	22.0	24.4	100.0
	Total	360	90.0	100.0	
Missing	System	40	10.0		
Total		400	100.0		

I can do something for my country

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	1.0	1.1	1.1
	Disagree	9	2.3	2.4	3.5
	dont know/no opinion	16	4.0	4.3	7.9
	Agree	199	49.8	53.9	61.8
	Agree very much	141	35.3	38.2	100.0
	Total	369	92.3	100.0	
Missing	System	31	7.8		
Total		400	100.0		

Job security and pension

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	23	5.8	6.2	6.2
	Disagree	43	10.8	11.7	17.9
	dont know/no opinion	18	4.5	4.9	22.8
	Agree	190	47.5	51.5	74.3
	Agree very much	95	23.8	25.7	100.0
	Total	369	92.3	100.0	
Missing	System	31	7.8		
Total		400	100.0		

Prestige

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	16	4.0	4.4	4.4
	Disagree	48	12.0	13.2	17.6
	dont know/no opinion	34	8.5	9.4	27.0
	Agree	190	47.5	52.3	79.3
	Agree very much	75	18.8	20.7	100.0
	Total	363	90.8	100.0	
Missing	System	37	9.3		
Total		400	100.0		

Chanches for promotion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	35	8.8	9.8	9.8
	Disagree	92	23.0	25.8	35.6
	dont know/no opinion	51	12.8	14.3	49.9
	Agree	137	34.3	38.4	88.2
	Agree very much	42	10.5	11.8	100.0
	Total	357	89.3	100.0	
Missing	System	43	10.8		
Total		400	100.0		

Further educations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	31	7.8	8.4	8.4
	Disagree	72	18.0	19.6	28.1
	dont know/no opinion	51	12.8	13.9	42.0
	Agree	151	37.8	41.1	83.1
	Agree very much	62	15.5	16.9	100.0
	Total	367	91.8	100.0	
Missing	System	33	8.3		
Total		400	100.0		

I know the right people here

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	64	16.0	17.9	17.9
	Disagree	144	36.0	40.3	58.3
	dont know/no opinion	52	13.0	14.6	72.8
	Agree	76	19.0	21.3	94.1
	Agree very much	21	5.3	5.9	100.0
	Total	357	89.3	100.0	
Missing	System	43	10.8		
Total		400	100.0		

It is well managed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	29	7.3	8.1	8.1
	Disagree	75	18.8	20.9	29.1
	dont know/no opinion	54	13.5	15.1	44.1
	Agree	159	39.8	44.4	88.5
	Agree very much	41	10.3	11.5	100.0
	Total	358	89.5	100.0	
Missing	System	42	10.5		
Total		400	100.0		

It has an adequate budget

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	80	20.0	22.5	22.5
	Disagree	153	38.3	43.0	65.4
	dont know/no opinion	60	15.0	16.9	82.3
	Agree	55	13.8	15.4	97.8
	Agree very much	8	2.0	2.2	100.0
	Total	356	89.0	100.0	
Missing	System	44	11.0		
Total		400	100.0		

My spouse works nearby

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	140	35.0	39.0	39.0
	Disagree	155	38.8	43.2	82.2
	dont know/no opinion	11	2.8	3.1	85.2
	Agree	47	11.8	13.1	98.3
	Agree very much	6	1.5	1.7	100.0
	Total	359	89.8	100.0	
Missing	System	41	10.3		
Total		400	100.0		

This is my home area

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	132	33.0	37.3	37.3
	Disagree	156	39.0	44.1	81.4
	dont know/no opinion	5	1.3	1.4	82.8
	Agree	43	10.8	12.1	94.9
	Agree very much	18	4.5	5.1	100.0
	Total	354	88.5	100.0	
Missing	System	46	11.5		
Total		400	100.0		

The location has good facilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	96	24.0	27.4	27.4
	Disagree	116	29.0	33.1	60.6
	dont know/no opinion	18	4.5	5.1	65.7
	Agree	90	22.5	25.7	91.4
	Agree very much	30	7.5	8.6	100.0
	Total	350	87.5	100.0	
Missing	System	50	12.5		
Total		400	100.0		

4.2 Views on Future Employment (Q50)

I try to get job in private sector

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	102	25.5	28.9	28.9
	Disagree	173	43.3	49.0	77.9
	dont know/no opinion	30	7.5	8.5	86.4
	Agree	34	8.5	9.6	96.0
	Agree very much	14	3.5	4.0	100.0
	Total	353	88.3	100.0	
Missing	System	47	11.8		
Total		400	100.0		

I try to get job in donor or NGO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	102	25.5	28.7	28.7
	Disagree	158	39.5	44.5	73.2
	dont know/no opinion	32	8.0	9.0	82.3
	Agree	49	12.3	13.8	96.1
	Agree very much	14	3.5	3.9	100.0
	Total	355	88.8	100.0	
Missing	System	45	11.3		
Total		400	100.0		

I want to start my own business and leave PS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	81	20.3	22.8	22.8
	Disagree	157	39.3	44.1	66.9
	dont know/no opinion	31	7.8	8.7	75.6
	Agree	64	16.0	18.0	93.5
	Agree very much	23	5.8	6.5	100.0
	Total	356	89.0	100.0	
Missing	System	44	11.0		
Total		400	100.0		

I want to continue working in the public sector

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	19	4.8	5.1	5.1
	Disagree	43	10.8	11.7	16.8
	dont know/no opinion	39	9.8	10.6	27.4
	Agree	176	44.0	47.7	75.1
	Agree very much	92	23.0	24.9	100.0
	Total	369	92.3	100.0	
Missing	System	31	7.8		
Total		400	100.0		

Terms of public sector employment will improve

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	14	3.5	3.8	3.8
	Disagree	24	6.0	6.5	10.3
	dont know/no opinion	142	35.5	38.4	48.6
	Agree	130	32.5	35.1	83.8
	Agree very much	60	15.0	16.2	100.0
	Total	370	92.5	100.0	
Missing	System	30	7.5		
Total		400	100.0		

Management style of PS will improve

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	10	2.5	2.7	2.7
	Disagree	23	5.8	6.3	9.0
	dont know/no opinion	140	35.0	38.4	47.4
	Agree	143	35.8	39.2	86.6
	Agree very much	49	12.3	13.4	100.0
	Total	365	91.3	100.0	
Missing	System	35	8.8		
Total		400	100.0		

Office environment and tools will improve

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	13	3.3	3.5	3.5
	Disagree	21	5.3	5.7	9.3
	dont know/no opinion	128	32.0	34.9	44.1
	Agree	161	40.3	43.9	88.0
	Agree very much	44	11.0	12.0	100.0
	Total	367	91.8	100.0	
Missing	System	33	8.3		
Total		400	100.0		

4.3 Differences in Motivation across countries and Organisations

In order to analyse differences in motivation across countries and organisations, we have generated one overall index of staff motivation by combining the most relevant of the questions into an overall index. For some questions the measurement is negative (a total of four questions included in the index e.g. question 50-1) for others the measurement is positive. The index is generated as an aggregation of values Questions 49 (2-8, 10-11) and questions 50 (1-7) whereby the higher the number of the index, the higher the “satisfaction/motivation”.

49	I work in this organization because:	Scoring in index
	I need the salary	
x	I have no other options	-
	I am proud to work in this organization	+
	I can do something important for my country	+
	It gives me job security and pension	+
	It gives me prestige	+
	It gives me good chances for promotions	+
	The prospects for further education are good	+
	I know the right people here	
	It is well managed	+
	It has an adequate budget	+
	My spouse works nearby	
	This is my home area	
	This location has good facilities (schools, hospitals, etc)	
50	Your future employment	
	I am actively trying to get a job in the private sector	-
	I am actively trying to get a job in a NGO or donor organization	-
	I want to start my own business and skip work in the public sector	-
	I want to continue to work in the public sector	+
	The terms and conditions for working in the public sector will improve in the coming years	+
	The management style in the public sector will improve in the coming years	+
	The office environment and working tools will improve in the coming years	+

Figure 15: Motivation Tanzania and Uganda (all organisations)

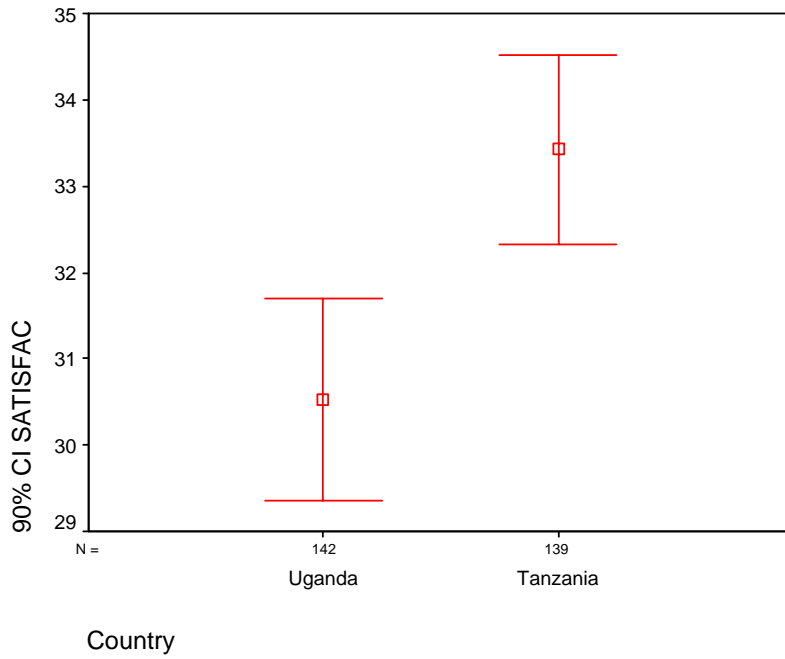


Figure 16: Motivation differences across organisations (Uganda and Tanzania)

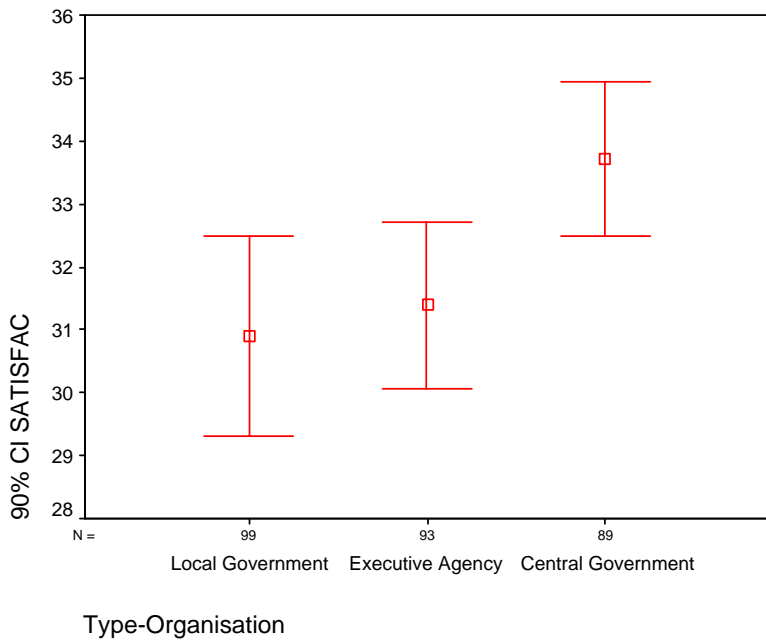


Figure 17: Motivation - differences across organisations UGANDA

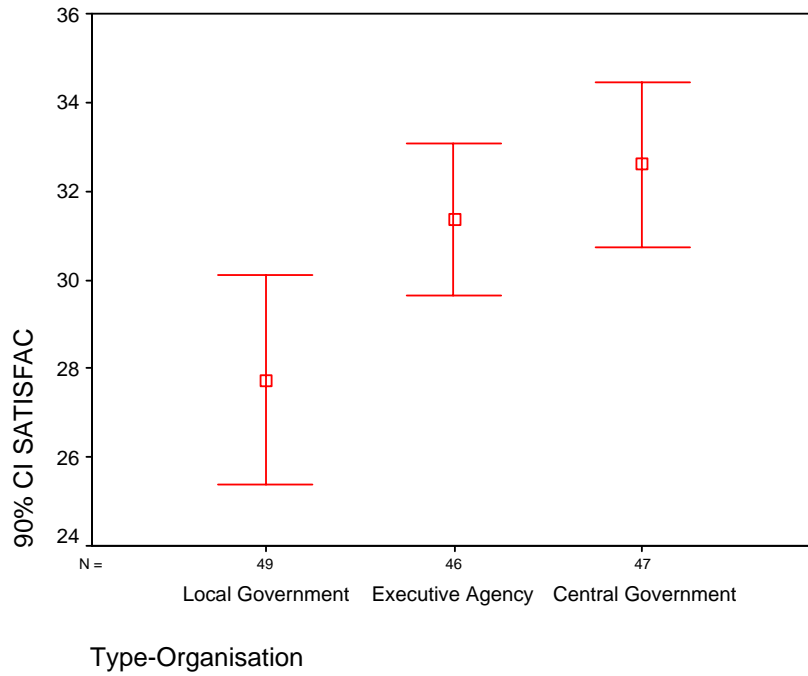
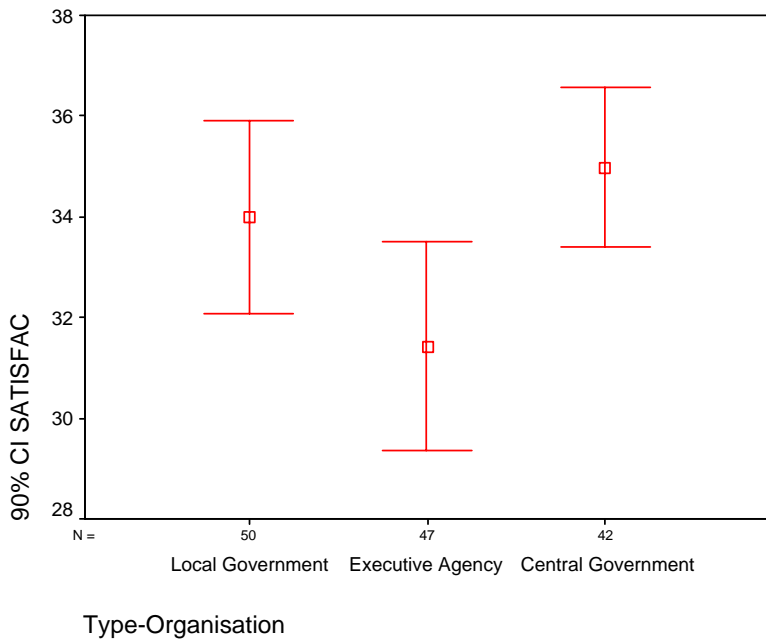


Figure 18: Motivation - differences across organisation TANZANIA



It has an adequate budget * Type-Organisation Crosstabulation

		Type-Organisation			Total
		Local Government	Executive Agency	Central Government	
Strongly disagree	Count	35	18	27	80
	% within Type-Organisation	27.6%	16.8%	22.1%	22.5%
Disagree	Count	70	31	52	153
	% within Type-Organisation	55.1%	29.0%	42.6%	43.0%
dont know/no opinion	Count	9	31	20	60
	% within Type-Organisation	7.1%	29.0%	16.4%	16.9%
Agree	Count	11	24	20	55
	% within Type-Organisation	8.7%	22.4%	16.4%	15.4%
Agree very much	Count	2	3	3	8
	% within Type-Organisation	1.6%	2.8%	2.5%	2.2%
Total	Count	127	107	122	356
	% within Type-Organisation	100.0%	100.0%	100.0%	100.0%

4.4 Motivation and Organisational Performance

Figure 19: Motivation - relationship to organisational performance (9 organisations)

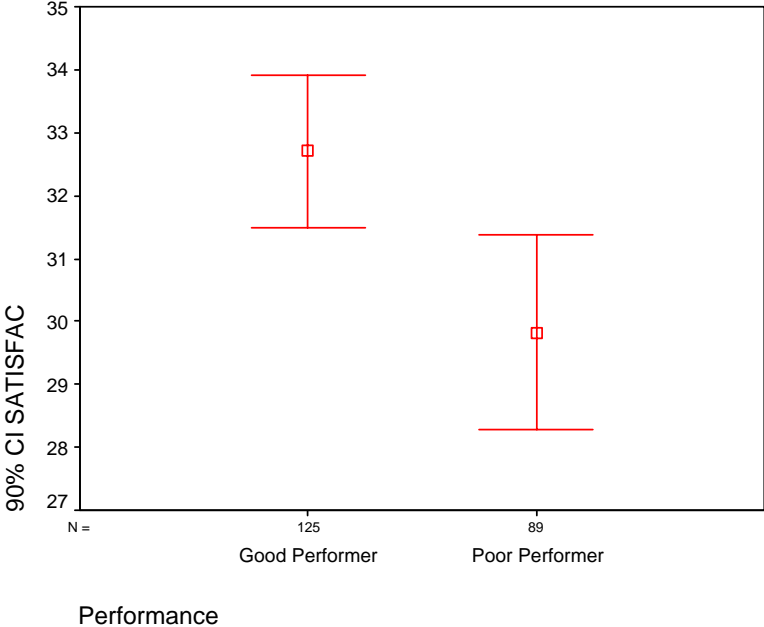


Figure 20: Motivation - relationship to organisational performance 2 LGs in Uganda

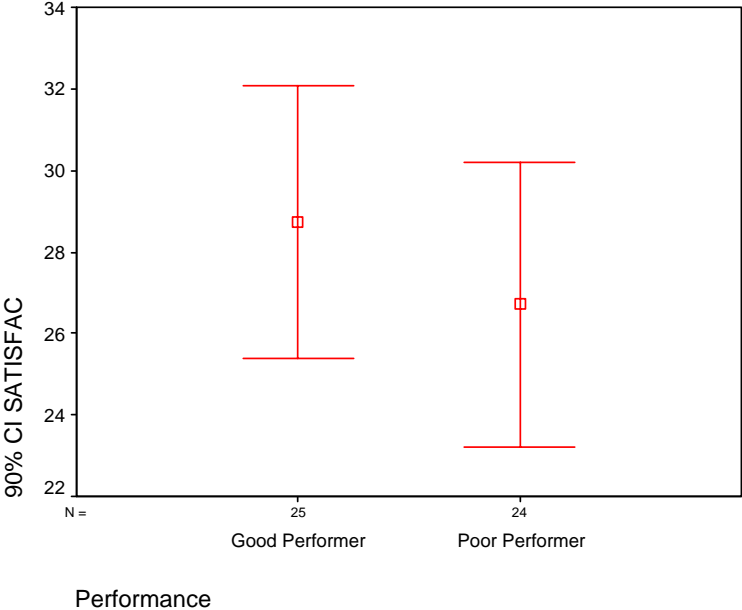
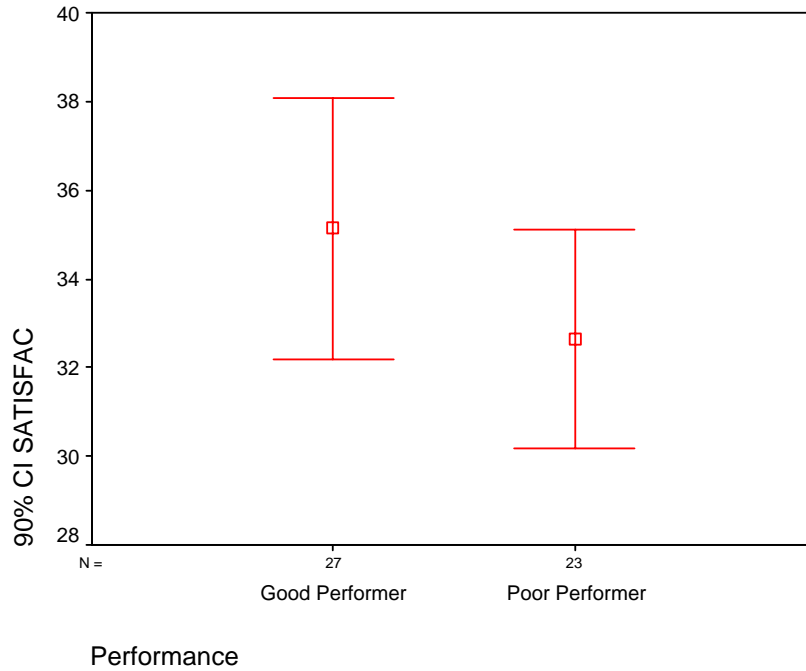


Figure 21: Motivation - relationship to performance - 2 LGs in Tanzania



Im am proud to work in this organisation * Performance Crosstabulation

% within Performance

		Performance		Total
		Good Performer	Poor Performer	
Im am proud to work in this organisation	Strongly disagree	6.5%	7.0%	6.7%
	Disagree	7.8%	20.9%	13.4%
	dont know/no opinion	4.6%	5.2%	4.9%
	Agree	57.5%	47.8%	53.4%
	Agree very much	23.5%	19.1%	21.6%
Total		100.0%	100.0%	100.0%

I want to continue working in the public sector * Performance Crosstabulation

% within Performance

		Performance		Total
		Good Performer	Poor Performer	
I want to continue working in the public sector	Strongly disagree	3.8%	5.2%	4.4%
	Disagree	12.6%	14.8%	13.5%
	dont know/no opinion	10.1%	12.2%	10.9%
	Agree	49.7%	42.6%	46.7%
	Agree very much	23.9%	25.2%	24.5%
Total		100.0%	100.0%	100.0%

Terms of public sector employment will improve * Performance Crosstabulation

% within Performance

		Performance		Total
		Good Performer	Poor Performer	
Terms of public sector employment will improve	Strongly disagree	3.7%	4.3%	4.0%
	Disagree	5.6%	10.3%	7.6%
	dont know/no opinion	42.2%	34.5%	39.0%
	Agree	32.3%	32.8%	32.5%
	Agree very much	16.1%	18.1%	17.0%
Total		100.0%	100.0%	100.0%

Office environment and tools will improve * Performance Crosstabulation

% within Performance

		Performance		Total
		Good Performer	Poor Performer	
Office environment and tools will improve	Strongly disagree	4.4%	3.5%	4.0%
	Disagree	6.3%	7.8%	6.9%
	dont know/no opinion	34.4%	39.1%	36.4%
	Agree	41.3%	39.1%	40.4%
	Agree very much	13.8%	10.4%	12.4%
Total		100.0%	100.0%	100.0%

4.5 Motivating Factors

Most important motivating factor * Country Crosstabulation

			Country		Total
			Uganda	Tanzania	
Most important motivating factor	increased budgets	Count	30	28	58
		% within Country	16.0%	16.3%	16.2%
	improved HFTP practices	Count	5	7	12
		% within Country	2.7%	4.1%	3.3%
	Better career possibilities	Count	34	8	42
		% within Country	18.2%	4.7%	11.7%
	Better discipline of poorly P staff	Count	1	1	2
		% within Country	.5%	.6%	.6%
	Increased pensions	Count	2	5	7
		% within Country	1.1%	2.9%	1.9%
	More training	Count	23	20	43
		% within Country	12.3%	11.6%	12.0%
	increased allowances	Count	6	6	12
		% within Country	3.2%	3.5%	3.3%
	offices and working tools	Count	4	6	10
		% within Country	2.1%	3.5%	2.8%
	increased salaries	Count	57	76	133
		% within Country	30.5%	44.2%	37.0%
Improved leadership	Count	23	12	35	
	% within Country	12.3%	7.0%	9.7%	
Better customer relationships	Count	2	3	5	
	% within Country	1.1%	1.7%	1.4%	
Total	Count	187	172	359	
	% within Country	100.0%	100.0%	100.0%	

Most important motivating factor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	increased budgets	58	14.5	16.2	16.2
	improved HFTP practices	12	3.0	3.3	19.5
	Better career possibilities	42	10.5	11.7	31.2
	Better discipline of poorly P staff	2	.5	.6	31.8
	Increased pensions	7	1.8	1.9	33.7
	More training	43	10.8	12.0	45.7
	increased allowances	12	3.0	3.3	49.0
	offices and working tools	10	2.5	2.8	51.8
	increased salaries	133	33.3	37.0	88.9
	Improved leadership	35	8.8	9.7	98.6
	Better customer relationships	5	1.3	1.4	100.0
	Total	359	89.8	100.0	
Missing	System	41	10.3		
Total		400	100.0		

second most important

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	increased budgets	36	9.0	10.3	10.3
	improved HFTP practices	14	3.5	4.0	14.2
	Better career possibilities	47	11.8	13.4	27.6
	Better discipline of poorly P staff	5	1.3	1.4	29.1
	Increased pensions	23	5.8	6.6	35.6
	More training	66	16.5	18.8	54.4
	increased allowances	40	10.0	11.4	65.8
	offices and working tools	19	4.8	5.4	71.2
	increased salaries	69	17.3	19.7	90.9
	Improved leadership	18	4.5	5.1	96.0
	Better customer relationships	13	3.3	3.7	99.7
	other	1	.3	.3	100.0
	Total	351	87.8	100.0	
Missing	System	49	12.3		
Total		400	100.0		

third most important

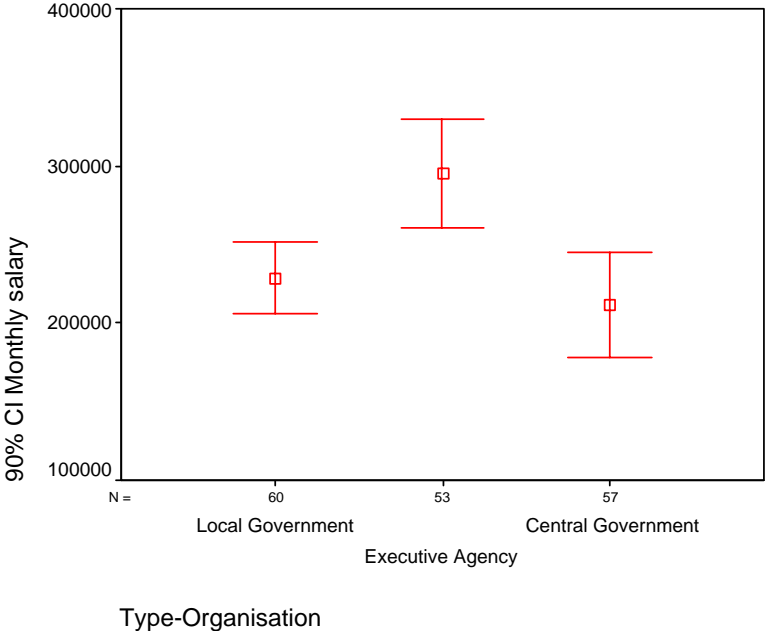
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	increased budgets	33	8.3	9.5	9.5
	improved HFTP practices	30	7.5	8.6	18.1
	Better career possibilities	42	10.5	12.0	30.1
	Better discipline of poorly P staff	10	2.5	2.9	33.0
	Increased pensions	25	6.3	7.2	40.1
	More training	63	15.8	18.1	58.2
	increased allowances	37	9.3	10.6	68.8
	offices and working tools	22	5.5	6.3	75.1
	increased salaries	37	9.3	10.6	85.7
	Improved leadership	29	7.3	8.3	94.0
	Better customer relationships	20	5.0	5.7	99.7
	other	1	.3	.3	100.0
	Total	349	87.3	100.0	
Missing	System	51	12.8		
Total		400	100.0		

fourth most important

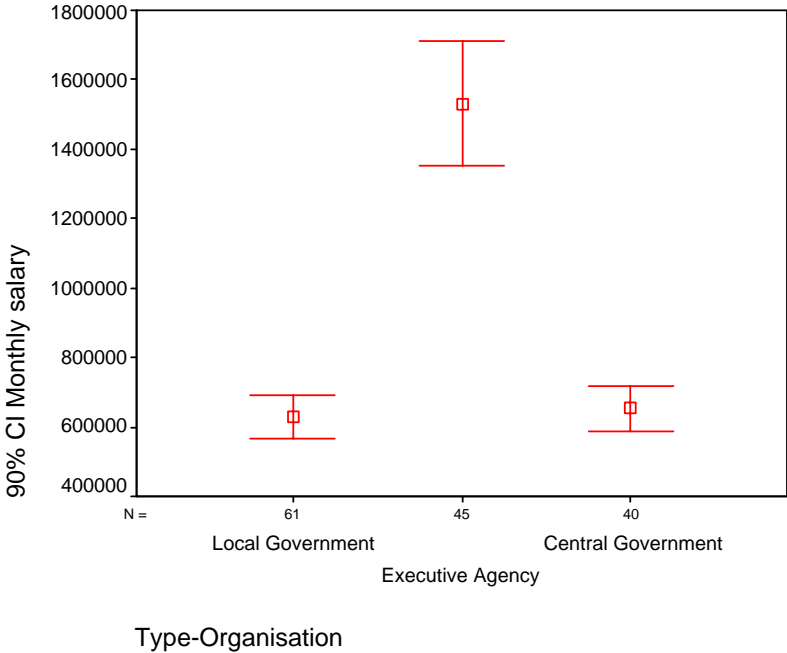
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	increased budgets	36	9.0	10.3	10.3
	improved HFTP practices	25	6.3	7.1	17.4
	Better career possibilities	34	8.5	9.7	27.1
	Better discipline of poorly P staff	14	3.5	4.0	31.1
	Increased pensions	31	7.8	8.9	40.0
	More training	38	9.5	10.9	50.9
	increased allowances	42	10.5	12.0	62.9
	offices and working tools	43	10.8	12.3	75.1
	increased salaries	41	10.3	11.7	86.9
	Improved leadership	24	6.0	6.9	93.7
	Better customer relationships	20	5.0	5.7	99.4
	other	2	.5	.6	100.0
	Total	350	87.5	100.0	
Missing	System	50	12.5		
Total		400	100.0		

4.6 Salary Differences

Tanzania - salary differences



Uganda - Salary differences



4.7 The importance of allowances

Transport allowance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	128	32.0	40.1	40.1
	no	191	47.8	59.9	100.0
	Total	319	79.8	100.0	
Missing	System	81	20.3		
Total		400	100.0		

Transport to work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	40	10.0	13.2	13.2
	no	262	65.5	86.8	100.0
	Total	302	75.5	100.0	
Missing	System	98	24.5		
Total		400	100.0		

free car

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	86	21.5	27.7	27.7
	no	225	56.3	72.3	100.0
	Total	311	77.8	100.0	
Missing	System	89	22.3		
Total		400	100.0		

housing allowance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	62	15.5	19.7	19.7
	no	253	63.3	80.3	100.0
	Total	315	78.8	100.0	
Missing	System	85	21.3		
Total		400	100.0		

Housing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	35	8.8	11.6	11.6
	no	267	66.8	88.4	100.0
	Total	302	75.5	100.0	
Missing	System	98	24.5		
Total		400	100.0		

donor topping up

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	19	4.8	6.6	6.6
	no	271	67.8	93.4	100.0
	Total	290	72.5	100.0	
Missing	System	110	27.5		
Total		400	100.0		

Allowances for special duties

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	202	50.5	61.2	61.2
	no	128	32.0	38.8	100.0
	Total	330	82.5	100.0	
Missing	System	70	17.5		
Total		400	100.0		

SASE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	18	4.5	6.7	6.7
	no	252	63.0	93.3	100.0
	Total	270	67.5	100.0	
Missing	System	130	32.5		
Total		400	100.0		

Lunch allowance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	132	33.0	41.1	41.1
	no	189	47.3	58.9	100.0
	Total	321	80.3	100.0	
Missing	System	79	19.8		
Total		400	100.0		

Travel allowance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	200	50.0	61.2	61.2
	no	127	31.8	38.8	100.0
	Total	327	81.8	100.0	
Missing	System	73	18.3		
Total		400	100.0		

Daily allowances

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	233	58.3	71.0	71.0
	no	95	23.8	29.0	100.0
	Total	328	82.0	100.0	
Missing	System	72	18.0		
Total		400	100.0		

Sitting allowances

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	242	60.5	73.8	73.8
	no	86	21.5	26.2	100.0
	Total	328	82.0	100.0	
Missing	System	72	18.0		
Total		400	100.0		

Medical benefits

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	84	21.0	26.6	26.6
	no	232	58.0	73.4	100.0
	Total	316	79.0	100.0	
Missing	System	84	21.0		
Total		400	100.0		

Other major allowances/benefits

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	5	1.3	6.3	6.3
	no	74	18.5	93.7	100.0
	Total	79	19.8	100.0	
Missing	System	321	80.3		
Total		400	100.0		

I consider these benefits as

	Frequency	Percent	Valid Percent	Cumulative Percent
Much more important for income than salary	47	11.8	12.6	12.6
Equally important for income as salary	286	71.5	76.9	89.5
less important for income than salary	30	7.5	8.1	97.6
Not important at all	9	2.3	2.4	100.0
Total	372	93.0	100.0	
Missing data	28	7.0		
Total	400	100.0		

I consider these benefits as * Country Crosstabulation

		Country		Total
		Uganda	Tanzania	
Much more important for income than salary	Count	14	33	47
	% within Country	7.3%	18.2%	12.6%
Equally important for income as salary	Count	156	130	286
	% within Country	81.7%	71.8%	76.9%
less important for income than salary	Count	15	15	30
	% within Country	7.9%	8.3%	8.1%
Not important at all	Count	6	3	9
	% within Country	3.1%	1.7%	2.4%
Total	Count	191	181	372
	% within Country	100.0%	100.0%	100.0%

I consider these benefits as * Type-Organisation Crosstabulation

		Type-Organisation			Total
		Local Government	Executive Agency	Central Government	
Much more important for income than salary	Count	3	22	22	47
	% within Type-Organisation	2.3%	18.3%	18.3%	12.6%
Equally important for income as salary	Count	112	85	89	286
	% within Type-Organisation	84.8%	70.8%	74.2%	76.9%
less important for income than salary	Count	13	11	6	30
	% within Type-Organisation	9.8%	9.2%	5.0%	8.1%
Not important at all	Count	4	2	3	9
	% within Type-Organisation	3.0%	1.7%	2.5%	2.4%
Total	Count	132	120	120	372
	% within Type-Organisation	100.0%	100.0%	100.0%	100.0%

Uganda

Type-Organisation * Allowances for special duties Crosstabulation

			Allowances for special duties		Total
			yes	no	
Type-Organisation	Local Government	Count	41	14	55
		% within Type-Organisation	74.5%	25.5%	100.0%
	Executive Agency	Count	20	25	45
		% within Type-Organisation	44.4%	55.6%	100.0%
	Central Government	Count	29	20	49
		% within Type-Organisation	59.2%	40.8%	100.0%
Total		Count	90	59	149
		% within Type-Organisation	60.4%	39.6%	100.0%

Tanzania

Type-Organisation * Allowances for special duties Crosstabulation

			Allowances for special duties		Total
			yes	no	
Type-Organisation	Local Government	Count	25	37	62
		% within Type-Organisation	40.3%	59.7%	100.0%
	Executive Agency	Count	40	17	57
		% within Type-Organisation	70.2%	29.8%	100.0%
	Central Government	Count	47	15	62
		% within Type-Organisation	75.8%	24.2%	100.0%
Total		Count	112	69	181
		% within Type-Organisation	61.9%	38.1%	100.0%

All countries

Type-Organisation * Allowances for special duties Crosstabulation

			Allowances for special duties		Total
			yes	no	
Type-Organisation	Local Government	Count	66	51	117
		% within Type-Organisation	56.4%	43.6%	100.0%
	Executive Agency	Count	60	42	102
		% within Type-Organisation	58.8%	41.2%	100.0%
	Central Government	Count	76	35	111
		% within Type-Organisation	68.5%	31.5%	100.0%
Total		Count	202	128	330
		% within Type-Organisation	61.2%	38.8%	100.0%

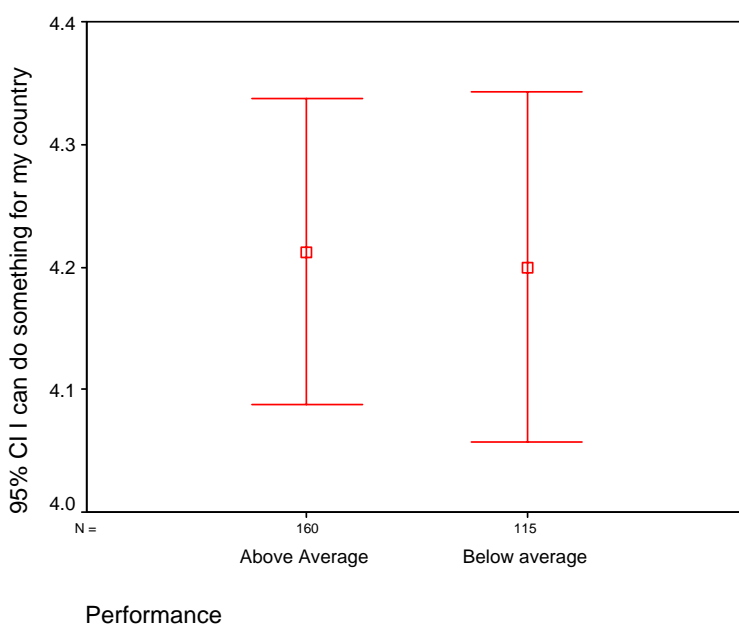
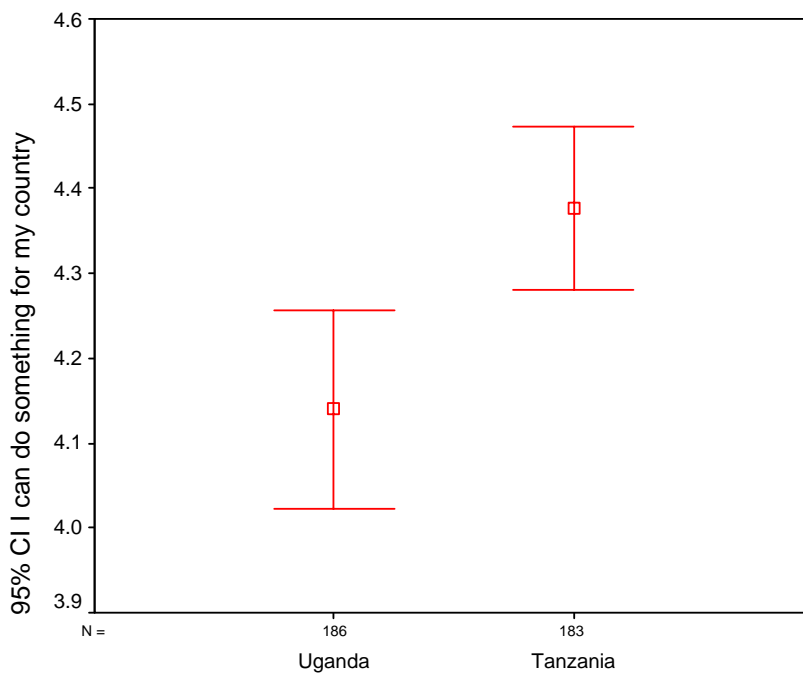
Performance * Allowances for special duties Crosstabulation

			Allowances for special duties		Total
			yes	no	
Performance	Good Performer	Count	95	56	151
		% within Performance	62.9%	37.1%	100.0%
	Poor Performer	Count	52	46	98
		% within Performance	53.1%	46.9%	100.0%
Total		Count	147	102	249
		% within Performance	59.0%	41.0%	100.0%

In summary, the tables on allowances indicates that

1. Allowances are very important part of the financial incentives. 89.5% of the informants felt that allowances were more, or at least as important, as the salary,
2. The relative importance of allowance is most clearly expressed by Tanzanian public servants where 18% felt that allowances are “much more important than salary” compared to 7% in Uganda,
3. In a similar manner, staff in executive agencies and central government stresses the importance of allowances more than staff in local governments,

4. “Special duty allowances” are most important in Executive Agencies and Central Government in Tanzania, whereas the opposite is the case in Uganda. Here, it is mainly staff in local governments that have received special duty allowances.
5. Organisations that perform above average seem in general to use special duty allowances slightly more often than those that perform below average.
6. Finally, the two figures below indicate that it is mainly staff in Tanzania that agree to the statement “I work in this organization because I can do something for my country”. There are no significant differences in responses from staff in above and below average performing organisations.



% within Performance

		Performance		Total
		Above Average	Below average	
I can do something for my country	Strongly disagree	1.3%	1.7%	1.5%
	Disagree	3.8%	1.7%	2.9%
	dont know/no opinion	4.4%	6.1%	5.1%
	Agree	53.8%	55.7%	54.5%
	Agree very much	36.9%	34.8%	36.0%
Total		100.0%	100.0%	100.0%

% within Country

		Country		Total
		Uganda	Tanzania	
I can do something for my country	Strongly disagree	2.2%		1.1%
	Disagree	3.8%	1.1%	2.4%
	dont know/no opinion	2.2%	6.6%	4.3%
	Agree	61.8%	45.9%	53.9%
	Agree very much	30.1%	46.4%	38.2%
Total		100.0%	100.0%	100.0%

5. Management & leadership

The survey included seven questions (Q46.1 – Q46.7) to measure staff perception of the quality of supervision they received. Section 5.1 presents basic frequency analysis of these questions. Section 5.2 correlates questions on quality of supervision with organisational performance. In addition the survey included questions on how hardworking staff and poorly performing staff were treated within the organisation (Q47 and Q48). These results are presented in section 5.3 – 5.6. Finally section 5.7 presents data on the use of Open Performance Appraisal System (Q36.11-12).

5.1 Quality of Supervisors (Q46)

Supervisors set clear targets and standards

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	26	6.5	7.0	7.0
	Disagree	65	16.3	17.4	24.4
	dont know/no opinion	13	3.3	3.5	27.9
	Agree	220	55.0	59.0	86.9
	Agree very much	49	12.3	13.1	100.0
	Total	373	93.3	100.0	
Missing	System	27	6.8		
Total		400	100.0		

Supervisors follow up

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	21	5.3	5.6	5.6
	Disagree	63	15.8	16.8	22.5
	dont know/no opinion	15	3.8	4.0	26.5
	Agree	235	58.8	62.8	89.3
	Agree very much	40	10.0	10.7	100.0
	Total	374	93.5	100.0	
Missing	System	26	6.5		
Total		400	100.0		

Supervisors encourage me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	28	7.0	7.8	7.8
	Disagree	77	19.3	21.3	29.1
	dont know/no opinion	28	7.0	7.8	36.8
	Agree	180	45.0	49.9	86.7
	Agree very much	48	12.0	13.3	100.0
	Total	361	90.3	100.0	
Missing	System	39	9.8		
Total		400	100.0		

Supervisors try to improve office environment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	28	7.0	7.4	7.4
	Disagree	64	16.0	16.9	24.3
	dont know/no opinion	19	4.8	5.0	29.3
	Agree	217	54.3	57.3	86.5
	Agree very much	51	12.8	13.5	100.0
	Total	379	94.8	100.0	
Missing	System	21	5.3		
Total		400	100.0		

Supervisors try to help staff with personal problems

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	38	9.5	10.1	10.1
	Disagree	88	22.0	23.3	33.3
	dont know/no opinion	38	9.5	10.1	43.4
	Agree	176	44.0	46.6	89.9
	Agree very much	38	9.5	10.1	100.0
	Total	378	94.5	100.0	
Missing	System	22	5.5		
Total		400	100.0		

Supervisors reward and discipline staff fairly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	24	6.0	6.5	6.5
	Disagree	64	16.0	17.3	23.8
	dont know/no opinion	89	22.3	24.1	47.8
	Agree	167	41.8	45.1	93.0
	Agree very much	26	6.5	7.0	100.0
	Total	370	92.5	100.0	
Missing	System	30	7.5		
Total		400	100.0		

Supervisors dont care much about my work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	77	19.3	21.6	21.6
	Disagree	166	41.5	46.6	68.3
	dont know/no opinion	47	11.8	13.2	81.5
	Agree	54	13.5	15.2	96.6
	Agree very much	12	3.0	3.4	100.0
	Total	356	89.0	100.0	
Missing	System	44	11.0		
Total		400	100.0		

5.2 Quality of Supervisors (Q46) related to organisations and performance

We analysed relationship between various questions and organisational performance just as we developed an overall index (see below) for measurement of the quality of management.

Supervisors set clear targets and standards * Performance Crosstabulation

		Performance		Total
		Above Average Performer	below Average Performer	
Strongly disagree	Count	8	10	18
	% within Performance	4.9%	8.5%	6.5%
Disagree	Count	21	27	48
	% within Performance	13.0%	23.1%	17.2%
dont know/no opinion	Count	4	5	9
	% within Performance	2.5%	4.3%	3.2%
Agree	Count	106	60	166
	% within Performance	65.4%	51.3%	59.5%
Agree very much	Count	23	15	38
	% within Performance	14.2%	12.8%	13.6%
Total	Count	162	117	279
	% within Performance	100.0%	100.0%	100.0%

An index was developed that aggregated the answers to Q46 into one number. The higher the number the better the work of the supervisor: $q46.1 + q46.2 + q46.3 + q46.4 + q46.5 + q46.6 - q46.7$

This index we compared with organisations and performance

Figure 22: Quality of Supervision (Q46) and Organisations in Uganda

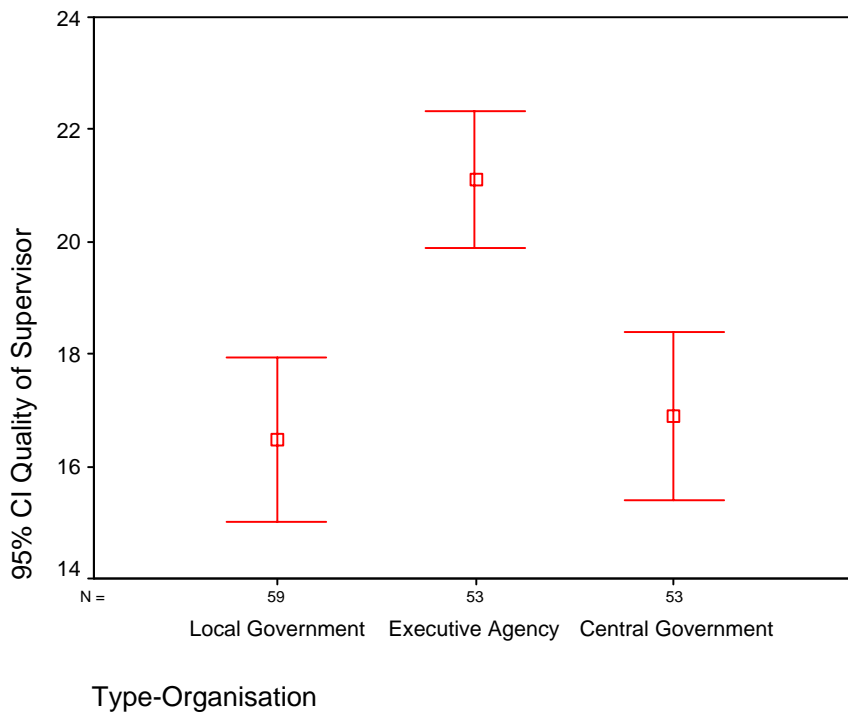


Figure 23: Quality of supervision and Organisations in Tanzania

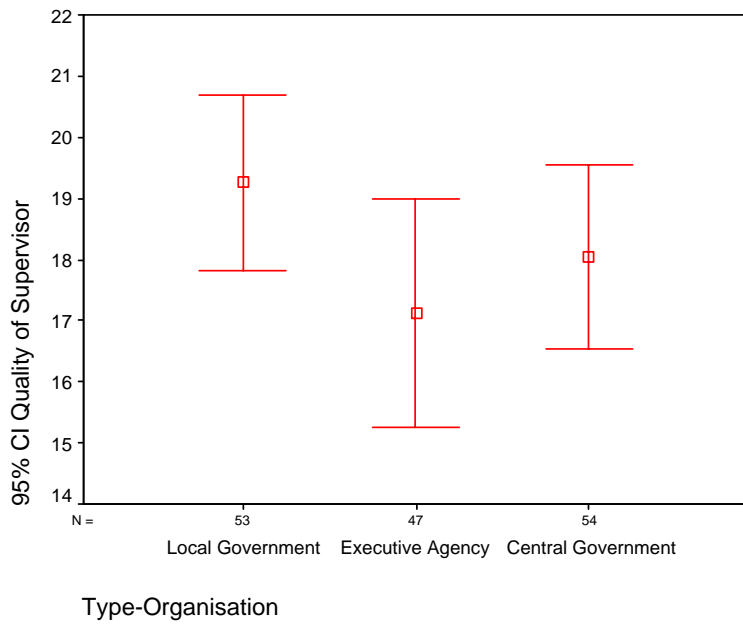
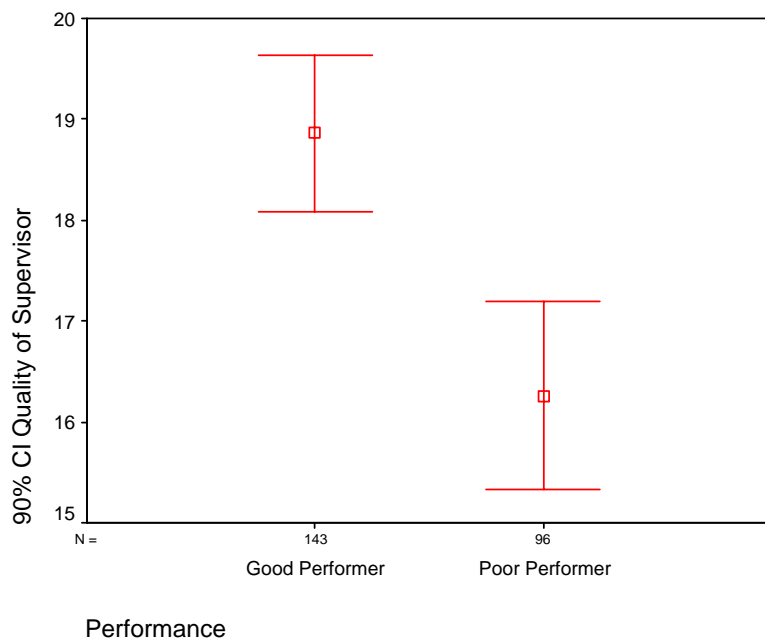


Figure 24: Quality of Supervision and Organisational Performance - 9 organisations



5.3 Awards for hard working staff (Q47)

High P staff is given respect by colleagues

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	26	6.5	7.0	7.0
	Disagree	68	17.0	18.3	25.3
	dont know/no opinion	49	12.3	13.2	38.5
	Agree	193	48.3	52.0	90.6
	Agree very much	35	8.8	9.4	100.0
	Total	371	92.8	100.0	
Missing	System	29	7.3		
Total		400	100.0		

High P staff is given trophies, certificates or praise

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	44	11.0	11.7	11.7
	Disagree	93	23.3	24.8	36.5
	dont know/no opinion	42	10.5	11.2	47.7
	Agree	165	41.3	44.0	91.7
	Agree very much	31	7.8	8.3	100.0
	Total	375	93.8	100.0	
Missing	System	25	6.3		
Total		400	100.0		

High P staff is given training, study tours or seminars

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	48	12.0	13.0	13.0
	Disagree	166	41.5	44.9	57.8
	dont know/no opinion	75	18.8	20.3	78.1
	Agree	68	17.0	18.4	96.5
	Agree very much	13	3.3	3.5	100.0
	Total	370	92.5	100.0	
Missing	System	30	7.5		
Total		400	100.0		

High P staff is given allowances and financial benefits

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	61	15.3	16.6	16.6
	Disagree	177	44.3	48.1	64.7
	dont know/no opinion	69	17.3	18.8	83.4
	Agree	52	13.0	14.1	97.6
	Agree very much	9	2.3	2.4	100.0
	Total	368	92.0	100.0	
Missing	System	32	8.0		
Total		400	100.0		

High P staff is given much more work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	30	7.5	8.1	8.1
	Disagree	114	28.5	30.8	38.9
	dont know/no opinion	79	19.8	21.4	60.3
	Agree	119	29.8	32.2	92.4
	Agree very much	28	7.0	7.6	100.0
	Total	370	92.5	100.0	
Missing	System	30	7.5		
Total		400	100.0		

High P staff is given promotion

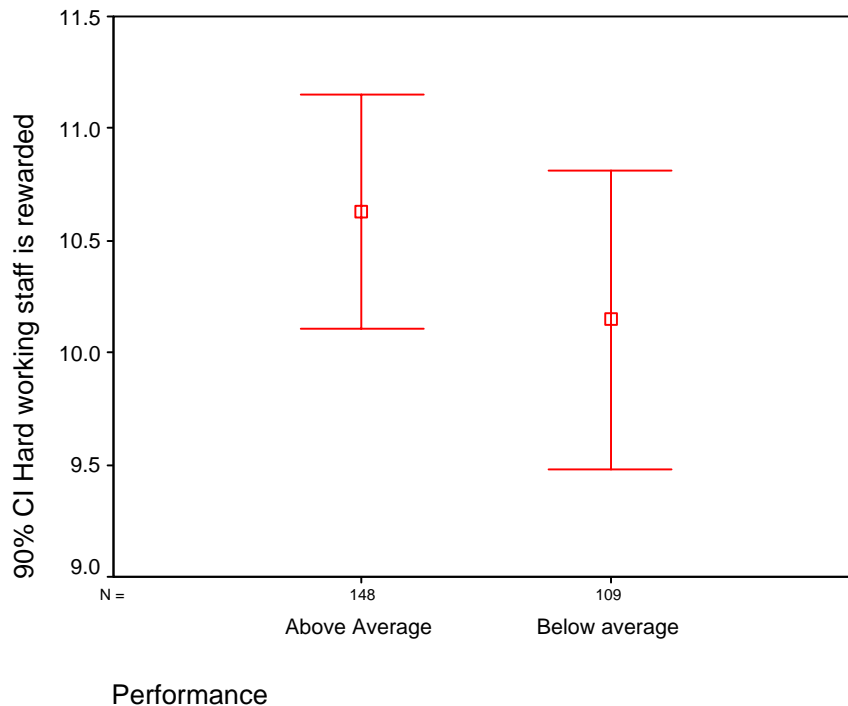
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	50	12.5	13.6	13.6
	Disagree	134	33.5	36.5	50.1
	dont know/no opinion	86	21.5	23.4	73.6
	Agree	82	20.5	22.3	95.9
	Agree very much	15	3.8	4.1	100.0
	Total	367	91.8	100.0	
Missing	System	33	8.3		
Total		400	100.0		

5.4 Relationship between award of hard working staff and performance

An index was created to measure degree to which the staff felt that hard working staff were awarded: $q47.1 + q47.2 + q47.3 + q47.4 - q47.5 + q47.6$

Figure 25: Rewards of hard working staff and organisational performance Q47

9 organisations



There is no significant differences between respondents' perceptions of how hard working staff is rewarded and organisational performance. The same applies to management of poorly performing staff as described in section 5.6.

Figures 26 and 27 below indicate that Executive Agencies differ from ministries and local governments in both countries, but the trends are quite opposite in the two countries: staff in Executive Agencies in Uganda perceive to a larger extent than staff in other parts of public service that hardworking staff is rewarded. In Tanzania, it is opposite – possibly explained by the substantial larger degree of autonomy of Uganda's Executive Agencies than Tanzania's.

Figure 26: Rewards of hard working staff - type of organisation - Uganda

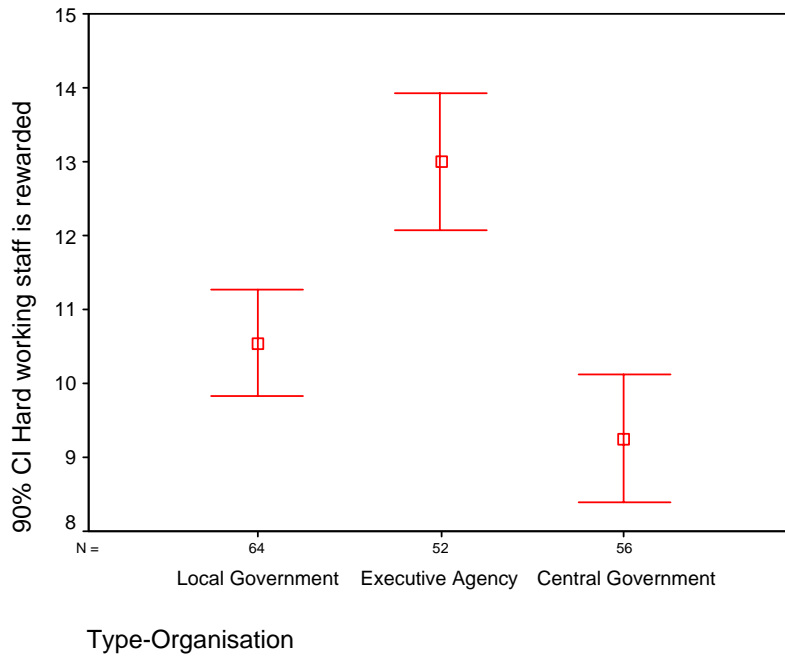
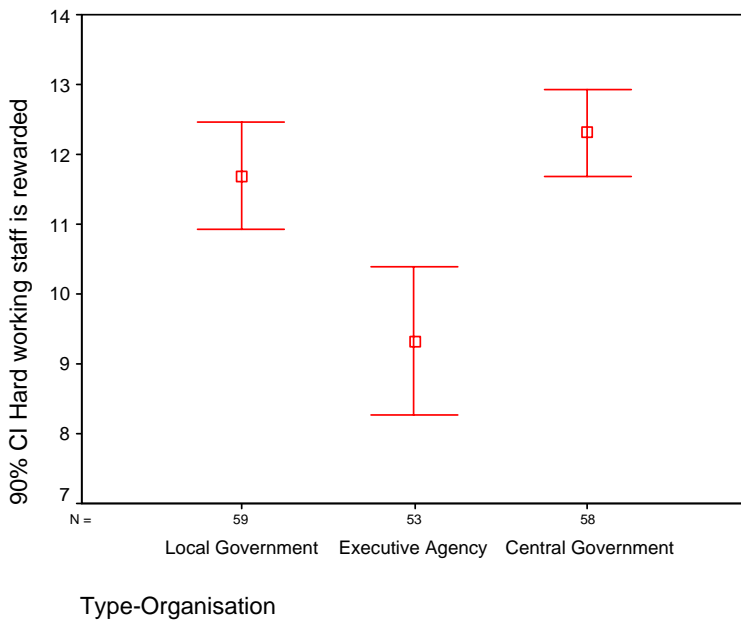


Figure 27: Reward of hard working staff - organisations - Tanzania



5.5 Management of poorly performing staff (Q48)

Poorly P staff is just left alone

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	45	11.3	12.3	12.3
	Disagree	141	35.3	38.4	50.7
	dont know/no opinion	70	17.5	19.1	69.8
	Agree	91	22.8	24.8	94.6
	Agree very much	20	5.0	5.4	100.0
	Total	367	91.8	100.0	
Missing	System	33	8.3		
Total		400	100.0		

Poorly Perf staff is transferred

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	57	14.3	15.8	15.8
	Disagree	150	37.5	41.6	57.3
	dont know/no opinion	102	25.5	28.3	85.6
	Agree	49	12.3	13.6	99.2
	Agree very much	3	.8	.8	100.0
	Total	361	90.3	100.0	
Missing	System	39	9.8		
Total		400	100.0		

Poorly P staff is disciplined immediately and fairly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	28	7.0	7.4	7.4
	Disagree	88	22.0	23.4	30.9
	dont know/no opinion	99	24.8	26.3	57.2
	Agree	148	37.0	39.4	96.5
	Agree very much	13	3.3	3.5	100.0
	Total	376	94.0	100.0	
Missing	System	24	6.0		
Total		400	100.0		

5.6 Relationship between management of poor p staff and org. performance

An index was created: $q48.3 - q48.1 - q48.2$

Figure 28: Management of Poorly Performing Staff and organisational Performance

- 9 organisations

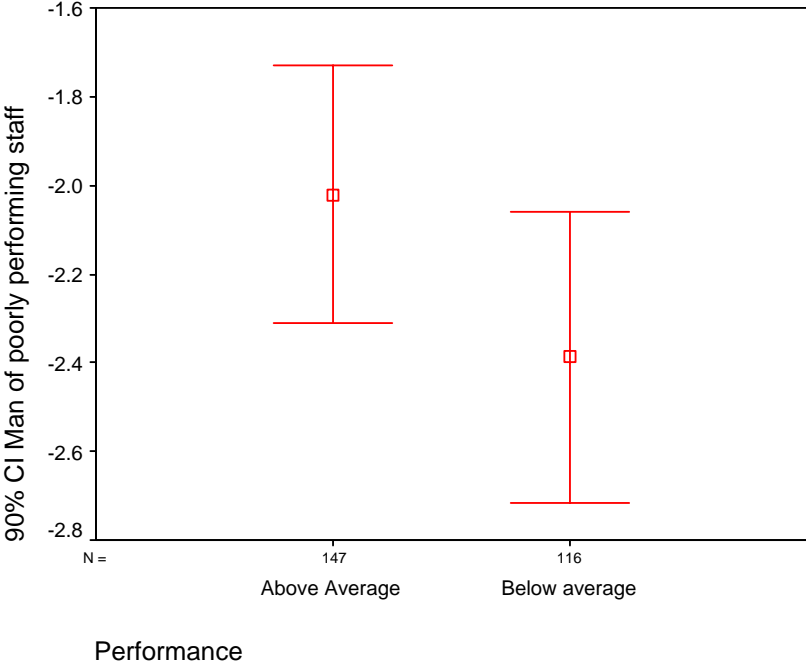


Figure 29: Management of Poorly Performing Staff and organisations - Uganda

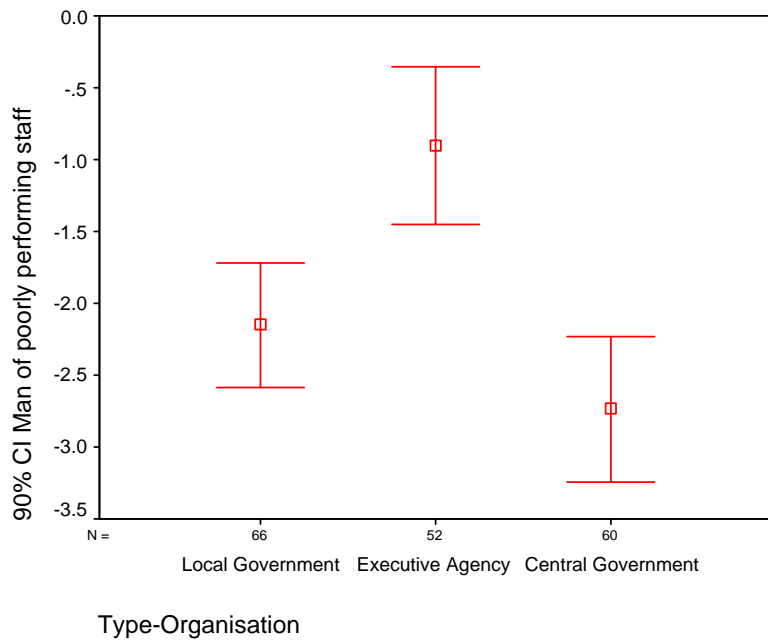
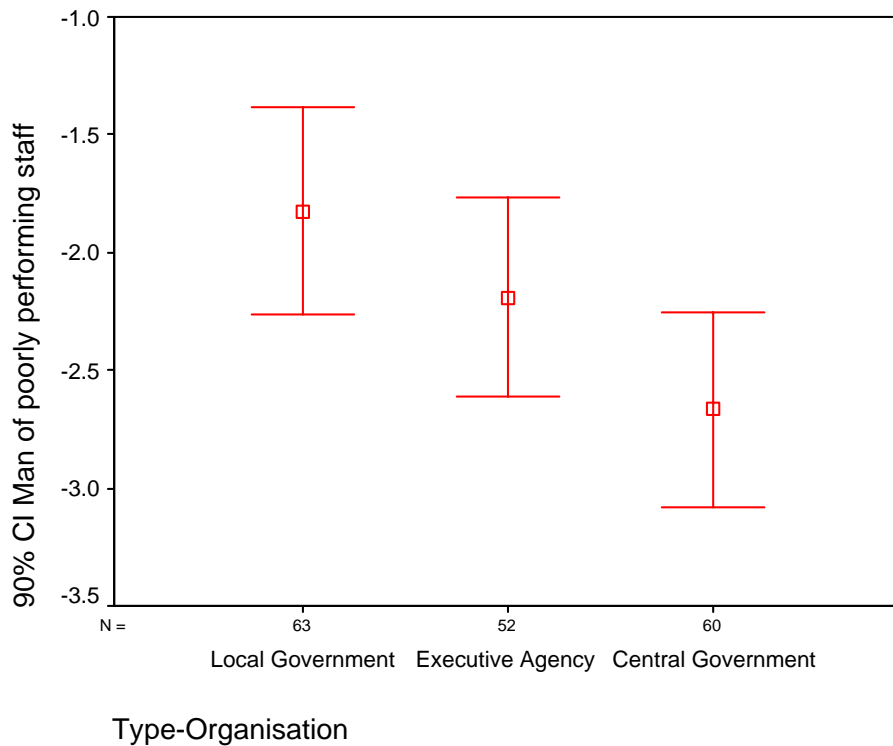


Figure 30: Management of poorly performing staff and organisations - Tanzania



5.7 OPRAS

Country * I have filled OPRAS Crosstabulation

			I have filled OPRAS		Total
			yes	no	
Country	Uganda	Count	151	45	196
		% within Country	77.0%	23.0%	100.0%
	Tanzania	Count	61	116	177
		% within Country	34.5%	65.5%	100.0%
Total		Count	212	161	373
		% within Country	56.8%	43.2%	100.0%

Type-Organisation * I have filled OPRAS Crosstabulation

			I have filled OPRAS		Total
			yes	no	
Type-Organisation	Local Government	Count	79	53	132
		% within Type-Organisation	59.8%	40.2%	100.0%
	Executive Agency	Count	69	44	113
		% within Type-Organisation	61.1%	38.9%	100.0%
	Central Government	Count	64	64	128
		% within Type-Organisation	50.0%	50.0%	100.0%
Total		Count	212	161	373
		% within Type-Organisation	56.8%	43.2%	100.0%

5.7.1 Uganda – OPRAS

Type-Organisation * I have filled OPRAS Crosstabulation

			I have filled OPRAS		Total
			yes	no	
Type-Organisation	Local Government	Count	54	14	68
		% within Type-Organisation	79.4%	20.6%	100.0%
	Executive Agency	Count	53	7	60
		% within Type-Organisation	88.3%	11.7%	100.0%
	Central Government	Count	44	24	68
		% within Type-Organisation	64.7%	35.3%	100.0%
Total		Count	151	45	196
		% within Type-Organisation	77.0%	23.0%	100.0%

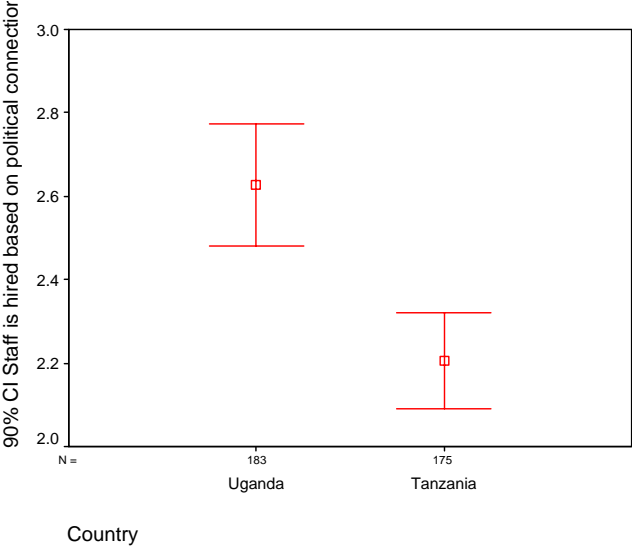
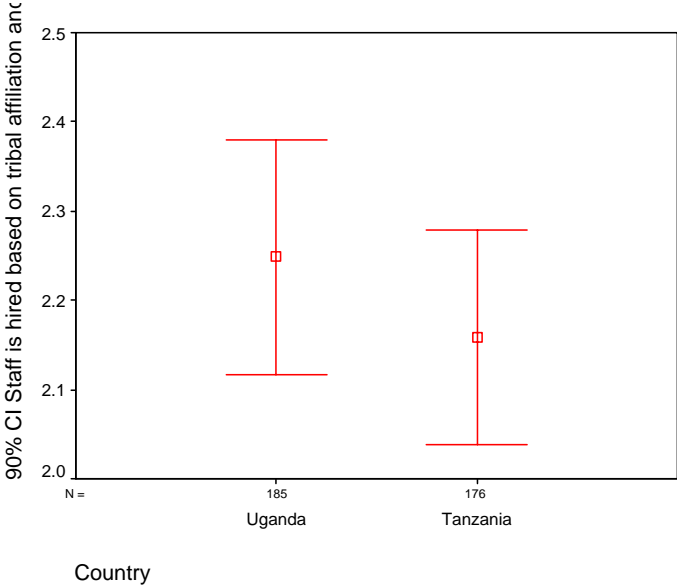
5.7.3 Tanzania - OPRAS

Type-Organisation * I have filled OPRAS Crosstabulation

			I have filled OPRAS		Total
			yes	no	
Type-Organisation	Local Government	Count	25	39	64
		% within Type-Organisation	39.1%	60.9%	100.0%
	Executive Agency	Count	16	37	53
		% within Type-Organisation	30.2%	69.8%	100.0%
	Central Government	Count	20	40	60
		% within Type-Organisation	33.3%	66.7%	100.0%
Total		Count	61	116	177
		% within Type-Organisation	34.5%	65.5%	100.0%

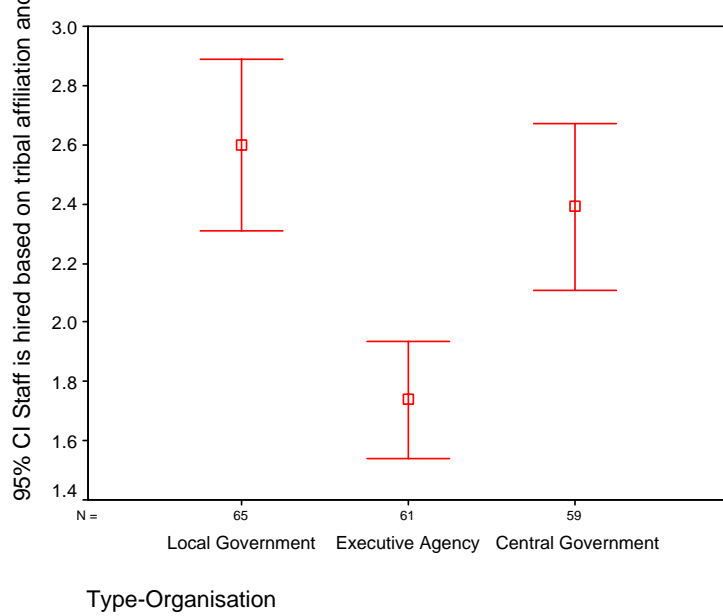
6. Patronage and Ethnicity

6.1 Country comparisons

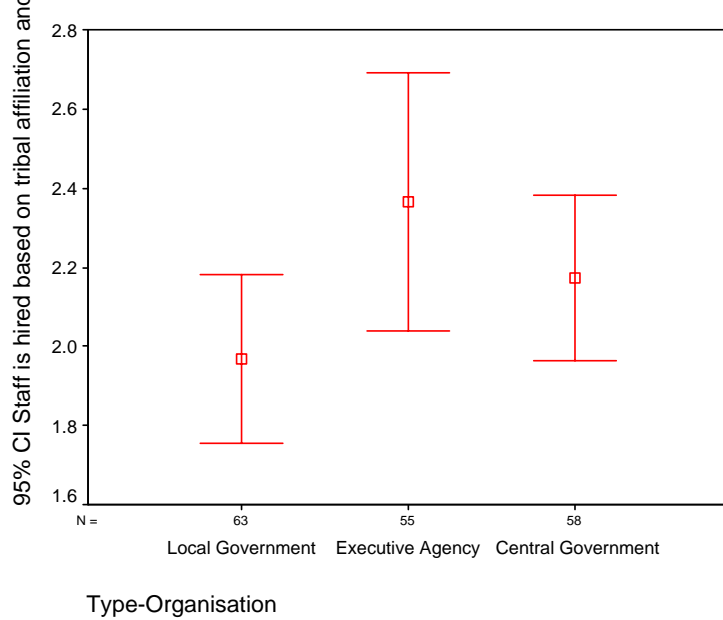


6.2 Organisational differences

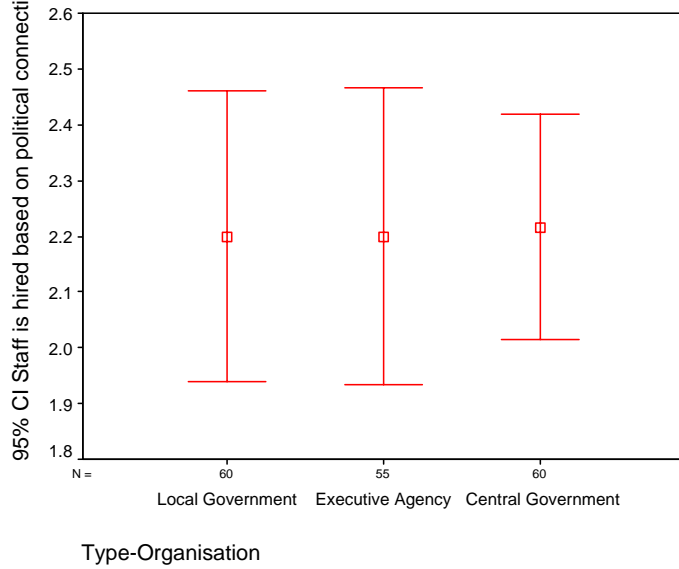
Organisations - Uganda – tribal affiliation as factor for recruitment



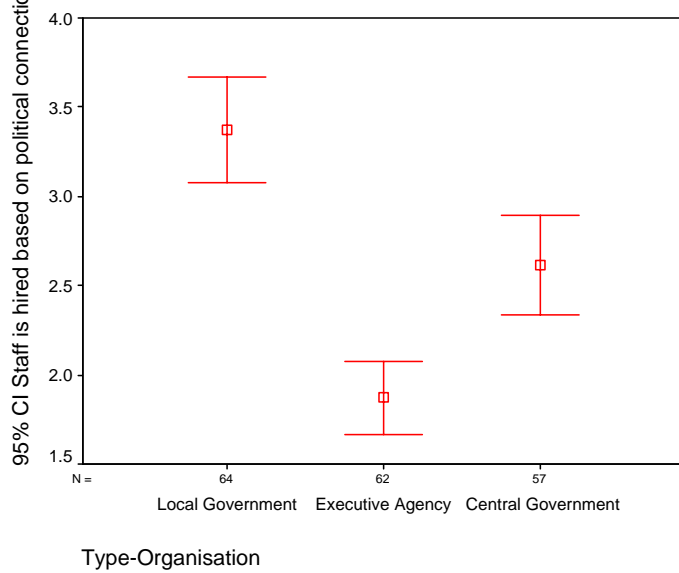
Organisations- Tanzania – tribal affiliation as factor for recruitment



Organisations- Tanzania – political connections as factor for recruitments



Organisations - Uganda – political connections as factor for recruitment



6.3 Staff born in same district as the place of work

Total sample

Home Area/born in this district * Type-Organisation Crosstabulation

% within Type-Organisation

		Type-Organisation			Total
		Local Government	Executive Agency	Central Government	
Home Area/born in this district	yes	29.4%	9.1%	14.3%	18.0%
	no	70.6%	90.9%	85.7%	82.0%
Total		100.0%	100.0%	100.0%	100.0%

Uganda

Home Area/born in this district * Type-Organisation Crosstabulation

% within Type-Organisation

		Type-Organisation			Total
		Local Government	Executive Agency	Central Government	
Home Area/born in this district	yes	41.9%	17.2%	22.6%	27.7%
	no	58.1%	82.8%	77.4%	72.3%
Total		100.0%	100.0%	100.0%	100.0%

Tanzania

Home Area/born in this district * Type-Organisation Crosstabulation

% within Type-Organisation

		Type-Organisation			Total
		Local Government	Executive Agency	Central Government	
Home Area/born in this district	yes	15.8%		5.8%	7.5%
	no	84.2%	100.0%	94.2%	92.5%
Total		100.0%	100.0%	100.0%	100.0%

Crosstabs - Uganda LGs

Home Area/born in this district * Organisation Crosstabulation

% within Organisation

	Organisation		Total	
	Mpigi District	Kamuli District		
Home Area/born in this district	yes	19.4%	64.5%	41.9%
	no	80.6%	35.5%	58.1%
Total		100.0%	100.0%	100.0%

Crosstabs - all LGs

Home Area/born in this district * Organisation Crosstabulation

% within Organisation

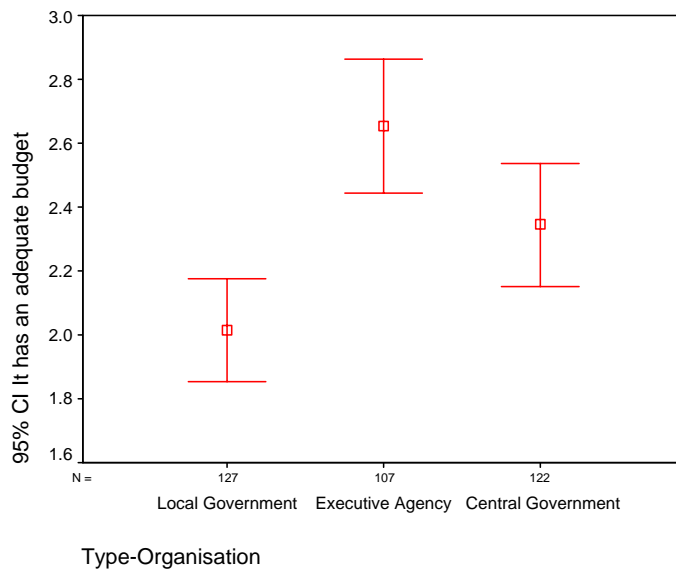
	Organisation				Total	
	Mpigi District	Kamuli District	Babati District	Iringa District		
Home Area/born in this district	yes	19.4%	64.5%	13.8%	17.9%	29.4%
	no	80.6%	35.5%	86.2%	82.1%	70.6%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

7. Organisational Budgets

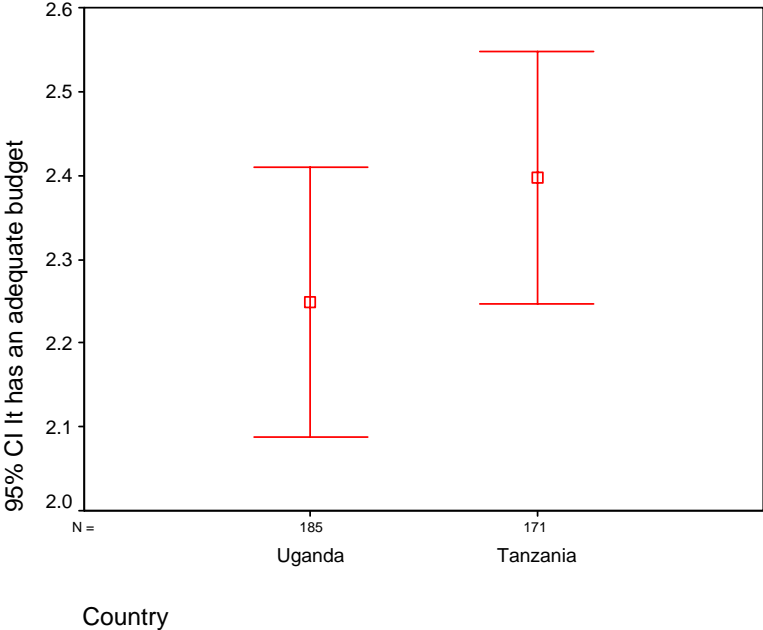
It has an adequate budget

	Frequency	Valid Percent	Cumulative Percent
Strongly disagree	80	22.5	22.5
Disagree	153	43.0	65.4
dont know/no opinion	60	16.9	82.3
Agree	55	15.4	97.8
Agree very much	8	2.2	100.0
Total	356	100.0	
Missing	44		
Total	400		

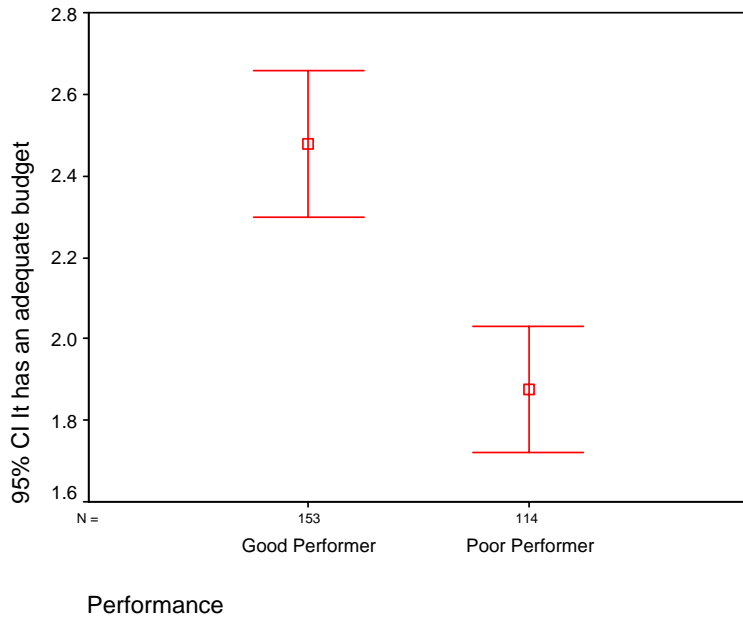
7.1 Differences across organisations



7.2 Country comparisons

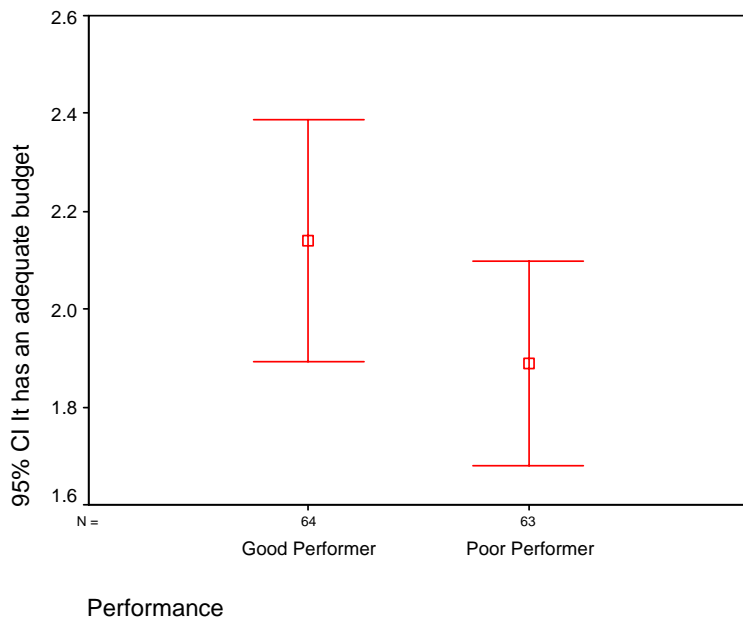


7.3 Relationship with Performance across all organisations

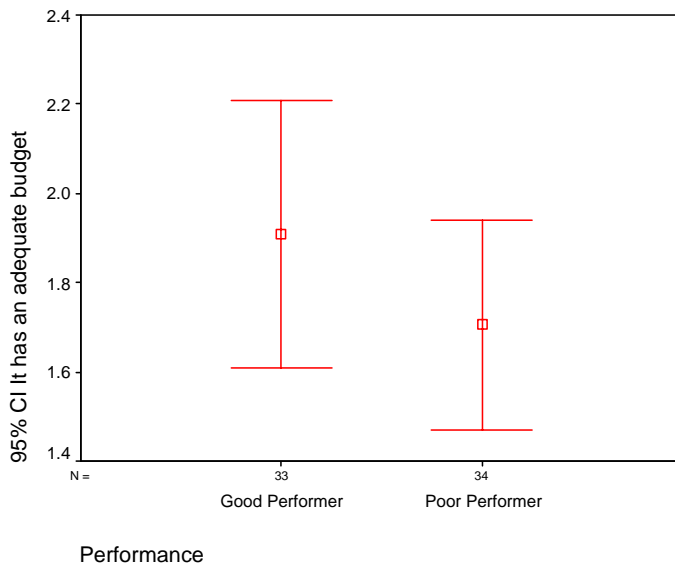


7.4 Relationship with Performance across Local Governments

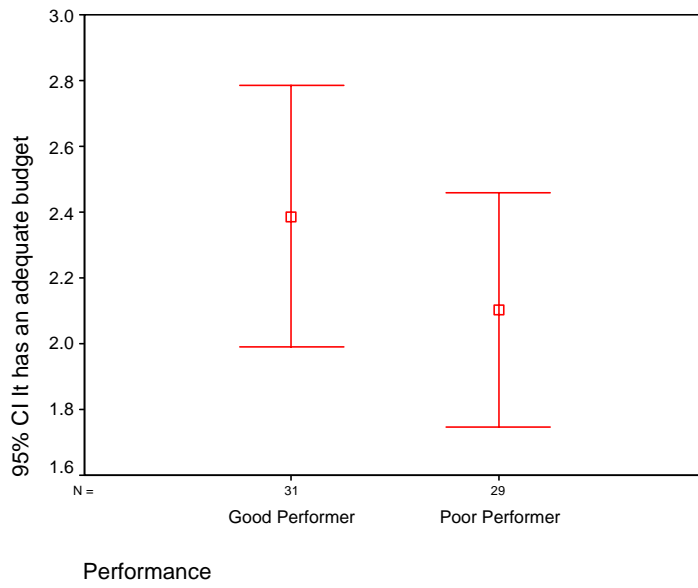
Both Uganda and Tanzania local Governments



Uganda Local Governments

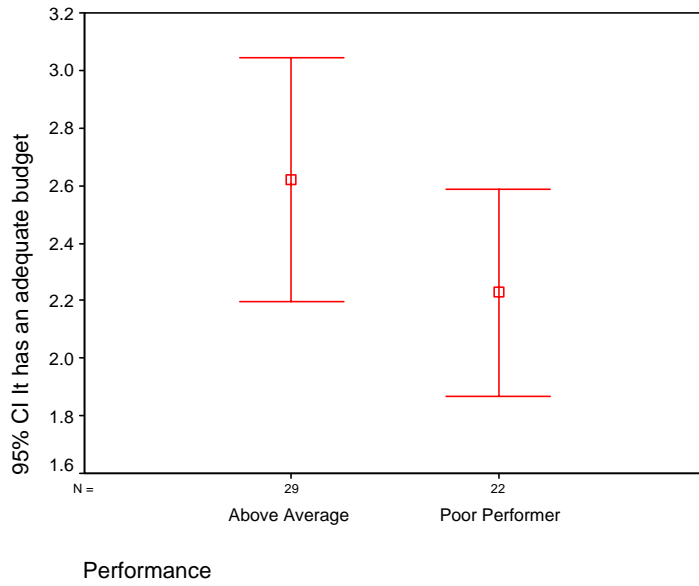


Tanzanian Local Governments

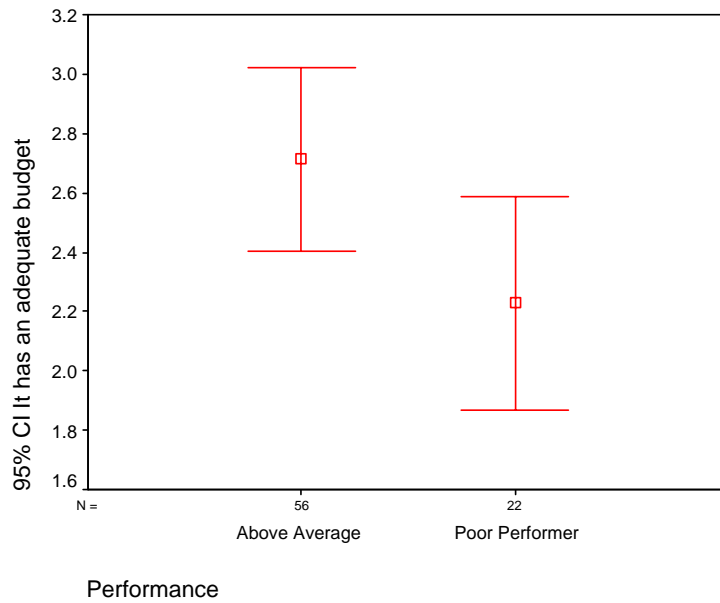


7.5 Relationship with Performance across Executive Agencies

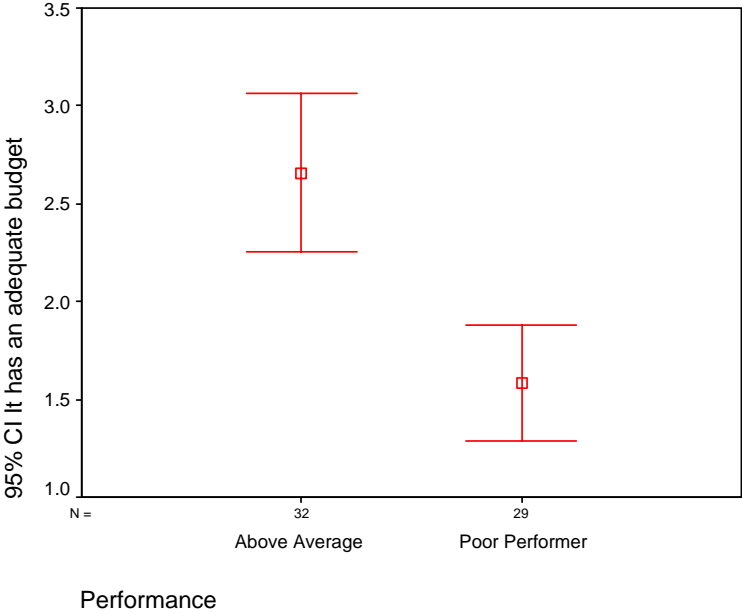
2 Tanzanian executive agencies



All Executive Agencies



7.6 Relationship with Performance across Ministries



Appendix D. Terms of reference

for a study of

Non-salary (de) motivation of staffing practices in the public sector in East Africa

25 October 2005.

1. Background

Tanzania and Uganda both embarked on public sector reforms in the mid-1990s. Denmark has supported these reforms in both countries. In Tanzania, that support is presently provided to public financial management, local government reforms and pay reform through sector programmes and a basket funded public sector reform programme. In Uganda, Danish support has focused on decentralisation. Some bridging fund support is also provided, but a broader Danish support to reform efforts is being considered.

Improved staff motivation is an important focus of these public sector reforms, because of its importance for individual and organisational performance. It is, of course, relevant across the entire public sector (central and local government as well as executive agencies), although motivational issues may be different in the different parts of the public sector. Obviously, enhancement of pay (and more recently pensions) has been central in these efforts.

However, there are additional ways to improve staff motivation. This study focuses on a set of these, namely the rules and practices of hiring, firing, promotion, and transfers (HFTP).⁸ Such mechanisms are, of course, central to human resources management. Yet, compared to knowledge about the effects of pay reform, very little is actually known about how these mechanisms affect staff motivation in East Africa.

2. Objectives

This study aims to:

- enhance knowledge about the rules and practices of hiring, firing, promotion, and transfers in central and local government, including executive agencies, in Tanzania and Uganda.
- assess how and the extent to which they affect motivation at individual and organisational level.
- contribute to inform policy making on non-pay incentives among development partners.

⁸ 'Promotion' also covers demotion. 'Transfer' also covers exits from the public to the private/NGO sectors.

3. Main questions addressed by the study

Reflecting the study objectives, the scope of work shall include, but not necessarily be limited to the following:

1. what does relevant empirical and theoretical literature – including country-specific reports – say about the effects of HFTP on motivation? What is the interaction between these mechanisms and pay/pension arrangements?
2. what are the numbers involved at aggregate level (hire, fire, promotions, transfer) for the public sector as a whole and – more detailed - for selected parts of it?
3. trends over time of above?
4. what are the key formal features of HFPT at ministry, executive agency and local government level with respect to autonomy, meritocracy and accountability ? Major changes over time?
5. what are the actual HFPT-practices in selected organisations for specific categories of staff?
6. what are the motivational implications of the findings of pt 4 and 5? Can these be related to organisational performance?
7. what are the major factors that drive/resist changes in HFTP-practices?
8. what are the major constraints and opportunities to change/influence HFTP-practices in light of PRSP-PEAP/MDGs?

Lack of data and information may, however, be a problem in answering some of these questions adequately.

4. Outputs

The work will result in four outputs:

- Review of selected theoretical and empirical contributions to the HFPT literature, especially those written with East African public sector conditions in mind.
- Comparative survey of HFPT-mechanisms in Tanzania and Uganda that seem to have rather different HFTP rules and practices.
- Policy recommendations of relevance for Tanzania and Uganda in particular and for Anglophone African countries and their donors in general. These may include identification of 'best rules and practices.'
- Identification of the need for further work on these issues (if deemed relevant)

5. Methods of work

A central methodological idea is to analyse and understand the motivation of public sector staff through a focus on HFTP rules and practices. However, other key elements of non-pay motivational issues may be included in the analyses depending on the results of the literature survey and interviews (e.g. timeliness of pay, perceptions about pension arrangements, in-kind benefits, leadership, legitimacy, etc), if they are deemed relevant for understanding motivation and HFTP practices.

The comparative perspective on Tanzania and Uganda will help to highlight the variety of rules and practices that exist. It is expected that these differences can help to identify key issues and 'best rules and practices.'

Primary information will be collected in the field through focus-group discussions and structured interviews. These will include selected types of staff (e.g. chief executives and professionals (say accountants, doctors, engineers, teachers, extension staff).

Secondary information on HFTP will be collected and analysed using available Tanzanian and Ugandan sources.

Case study organisations covering the different parts of the public sector will be selected based on discussions with the relevant authorities (see below). This means focusing on central ministries (say Ministry of Finance and Ministry of Health), executive agencies (say tax authority and road authority) and local governments (say an urban and rural council in marginal and attractive locations). A choice between ministries and executive agencies may be needed due to budget and time constraints.

The analyses will build on – and get methodological inspiration from - ongoing policy-focused research such as the World Bank's uncompleted "Survey of public officials" (a 7000 people, 16 country survey – in which Kenya is the only African case); the uncompleted comparative study of staffing practices in East Asia; and the "Administration and Civil Service Assessment Tool."

Finally, the study will be based on close cooperation with the relevant authorities in Tanzania, Uganda and Denmark.

The details of the method of work will be finalized and agreed upon as part of the inception report.

6. Team composition, funding and timing

Contact persons in the relevant ministry(ies) in Tanzania and Uganda will be identified by the respective authorities. They will be invited to participate in the on-the-ground preparations and execution of the study, and to facilitate access to relevant information and persons in the public sector. The involvement of the contact persons will be funded by their respective employees.

Moreover, the relevant authorities in Tanzania and Uganda will be briefed by the study team before and after each country visit, so as to keep them fully informed about study progress and results. This will also allow the authorities to provide feedback to the study team.

On the Danish side the study will be carried out by Ole Therkildsen, senior research fellow, DIIS (team leader); Morten Nielsen, Ph.D. Student, DIIS; and Per Tidemand, consultant, PEM-consult a/s, Dar es Salaam. With respect to data collection, this team will work with Tanzanian and Ugandan researchers (At Mzumbe and Makerere respectively). These two groups of people will be funded by Danida. A total input of 280 person days is planned, and will be delivered from October 2005 to March 2006 (see time schedule).

A contact person in Danida, Copenhagen, as well on the embassies in Tanzania and Uganda will, likewise, be appointed to follow the study.

Time schedule (preliminary)

Activity	Period/date	Comment
Literature survey	October 2005	-theoretical literature -general empirical and policy oriented literature on Africa - country specific studies
Inception report	November 1, 2005	- preliminary write-up of literature survey -framework for the two country studies - subsequent presentation of inception report
Country study, Tanzania	Starts around November 15.	-information collection instruments prepared in cooperation with contact persons - focus group and questionnaire work conducted
Country study, Uganda	Starts around January 5	As above
Analyses of data and information	January-February, 2006	-coding and data processing - analyses and write-ups
Final report	Ultimo March 2006	- based on relevant parts of the inception report, as well as the results of the country studies
Presentation of study findings in Tanzania, Uganda and Denmark	Ultimo March 2006	Specific arrangements to be agreed at a later date.