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The logo for LSNAP (Lancet Skills Network for Africa Programme) features the acronym 'LSNAP' in a bold, italicized, sans-serif font. The letters are filled with a dense, stippled pattern, giving it a textured appearance. The logo is set against a dark, grainy background.

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TRAINING SERIES

Country Report: Tanzania – MALD

M.A. Kabatange, B.M. Kessy, J.M. Liwenga,
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**Country Report:
Tanzania — MALD**

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Agricultural Research; Management; Managers; Personnel Management; Research Workers; Scientists; Tanzania

AGROVOC Descriptors:

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COUNTRY REPORT TANZANIA—MALD

**M. A. Kabatange, B. M. Kessy, J. M. Liwenga, A. S. Mgeni,
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Introduction

The current structure of the national agricultural research system (NARS) is in a transitional stage following the recent major reorganization exercise that took place in February 1989. At this time, both the Tanzania Agricultural Research Organization (TARO) and the Tanzania Livestock Research Organization (TALIRO) were dissolved and amalgamated under the Ministry of Agriculture and Livestock Development (MALD). The human resource management information given in this paper is based on what was going on in TARO, TALIRO, the Tropical Pesticides Research Institute (TPRI), and Uyolet Agricultural Center, Mbeya (UAC). The annex illustrates the case of UAC, Mbeya.

Human Resource Assessment

The agricultural and livestock research institutions in Tanzania have procedures for collecting and assessing information about their research scientists. This information is collected and assessed every year using performance appraisal forms, and also through quarterly progress reports on ongoing research projects performed by individual scientists.

In the case of performance appraisal forms, a scientist fills out one part of the form, giving personal particulars, responsibilities, and work performed during that particular year. The other parts of the form are filled out by the researcher's immediate supervisor, who gives an assessment of the researcher's general conduct, job knowledge, job performance, innovativeness, supervisory capability, and general output.

Supervisors' opinions about a researcher's strengths and/or weaknesses are requested, as well as their recommendations to either promote, reward, or penalize the researcher. Crop research supervisors have a golden opportunity to make their assessments during the annual research coordinating committee meetings, where scientists present their yearly progress reports and plans for the coming season.

They are evaluated on the basis of the strengths or weaknesses of the presentation, i.e., initiative, imagination, interpretation of results, etc.

As a prerequisite to promotion, all scientists are required to publish a minimum of two to four scientific papers before they can be promoted to the next grade level.

Strategic Human Resource Planning

Not all of our former research organizations had human resource plans. For those that had them, the objectives were to enable researchers to acquire, maintain, and/or expand their knowledge and research capacity so that they could contribute to and benefit from the organization. The period covered by the plan was five years. The process of human resource planning starts from the level of the individual researcher up to the head of the institute/center and then to the organization's headquarters where the manpower development and training committee makes the final decisions.

The information used in formulating the strategic human resource plan is gathered in a survey conducted towards the end of the previous plan. The information contains biographical data on each research and the job specification. The completed plan is an open document, available to all interested parties.

Implementation of the human resource plan, like that of other plans, depends on the availability of physical and financial resources.

Financial support for research comes mainly from government subventions and external donors.

Recruitment/Selection

The research organizations have procedures to fill vacant positions. The head of the institute or center, in consultation with the relevant department or section head deter-

mines the areas that need strengthening in terms of human resources. The definition of vacant positions is derived from qualitative and quantitative analysis of the organization's human resource requirements. Therefore, according to the scheme of service, the functions to be performed in the position along with the administrative grade and educational requirements have to go hand in hand with the need to accomplish the organizational objectives according to the job descriptions of every cadre. The proposals are then discussed during the annual budget session, and the decision made on whether to approve or drop them.

Vacant positions are usually advertised in the local newspapers. In the case of posts at the bottom of the professional grade levels, which can be filled by new graduates, the National High Level Manpower Allocation Committee (NHMAC) is informed of the vacancies. Advertisements made in the newspapers contain job descriptions and job specifications. After screening all applications for the advertised posts, a shortlist of the applicants is made. The short-listed applicants are called in for interviews in which the candidates are matched to the advertised posts. The criteria used in making the final selection include educational/technical qualifications, working experience, and job knowledge.

Socialization

All new researchers get an orientation at the relevant research institutes. During the orientation, they are introduced to colleagues and familiarized with the organization's structure, research programs and set-up, operating procedures, and internal and external communication processes. They are also provided with the organization's scheme of service, which contains job descriptions, as well as the duties associated with each post and career paths. The scheme of service also spells out the evaluation procedures or conditions to be met before promotions are made.

Orientation within the Ministry of Agriculture and Livestock Development takes two years. There is no particular procedure for reorienting staff members who have been away from the organization for some time, except that they have an opportunity to get information on any changes that might have occurred while they were away. All relevant information on their new assignment is also made available to them in advance.

Training/Development

Some of the research organizations have a five-year manpower development program that includes a training component. The training plan normally includes all staff members at all levels. The manpower development program is drawn up by a committee made up of the director general, director of research, director of manpower development and administration and the training officer. This committee,

in collaboration with the head of the relevant department and institute/center, determines the training needs of each staff member, as well as establishing priorities for action. Training needs are identified by gathering information and determining any gaps between what is and what should be. Training opportunities are identified by getting the details from MALD and from both local and external institutions. These provide us with brochures, pamphlets, and booklets on the courses offered. The manpower development committee selects staff for training in accordance with organizational priorities.

Staff for training are selected according to the following:

- individual capability and experience;
- a lack of qualified and/or competent personnel in a particular program or department;
- a deficiency in an individual's abilities, which calls for further training, if the individual is deemed trainable;
- an individual's desire to be trained.

Training programs are basically designed for field and support staff, i.e., administration, accounting, and planning. The training is assessed through reports from the training institutions; however, it is difficult to keep close track of an individual's performance under these circumstances.

The impact of training is evaluated by job behavior – changes in the researcher's performance are observed after the training. Also, training is evaluated by any change in research efficiency and output, of individuals and then of the organization as a whole.

Career Development

Career development paths are clearly defined in the organization's scheme of service. Each post in the NARS has two or three levels. Each level has its own requirements, but consideration is mostly given on the basis of academic/technical qualifications, work performance, and time of service for each grade. However, the mechanism to determine progress along a career path greatly depends on an individual's job performance rating after attaining the relevant qualifications.

During the annual performance appraisal exercise, each staff member's strengths and weaknesses are discussed, and wherever applicable, individuals are plainly informed of their weaknesses and are given necessary advice. If it is technical know-how that is missing, then appropriate training opportunities are made available to that individual. The best path toward career advancement for researchers is through training and publication of scientific papers. Staff have always been encouraged to adhere to this. For the un-

trainables – this remains a challenge to the organization.

Performance Management

We have a procedure of systematically evaluating or assessing employee job performance. The appointment committee reviews employee performance once every year. The objectives of this assessment are:

- to identify areas of strength and weakness in the employee's performance;
- to reward outstanding workers by promotions and salary increases;
- to identify employees who need remedial action, counselling, or training because of an unsatisfactory performance rating;
- to improve superior-subordinate relationships in order to improve working efficiency. This is achieved by

using the counter signatures of more senior officers on the ladder.

The assessment exercise starts with the employee's immediate supervisor, then the head of the employee's institute/center, and finally the organization appointment committee. During the appraisal process, the employee's performance in terms of job knowledge and administrative abilities (where applicable) is evaluated.

Conclusion

What has been given here is a brief outline of the structure of human resource management in the Tanzanian NARS under the parastatal structure. Recently the NARS has been placed in the civil service under the Ministry of Agriculture and Livestock Development, where the human resource management procedures are more or less the same. The need for having a motivating scheme of service for researchers has been identified as an important input into the research master plan currently under preparation.

The Case of Uyole Agricultural Center

Introduction

Uyole Agricultural Center (UAC) was established by presidential order No. 170 in April 1976, under the Public Corporations Act of 1969. It is a center for agricultural research and training, and the head of the organization is responsible to the board of directors appointed by the Minister of Agriculture and Livestock Development.

Following recent structural changes in the Ministry of Agriculture and Livestock Development (MALD), the dissolution of TARO and TALIRO, and the subsequent setting up of zonal centers of research and training, UAC is being considered as a zonal center for the southern highlands of Tanzania.

Human Resource Assessment

The center has a procedure for collecting and assessing information on research scientists. The scientists are required annually to complete and update their curricula vitae, upon which promotions are based. These annual performance reports are compiled by the scientists themselves and assessed by their respective department heads. Department

heads are, in turn, assessed by the director of the center.

Human Resource Planning

The objective of the strategic human resource plan is to enable the center to achieve its corporate goal. In order to do this, the center has a workers' education committee, a wing of the workers' council.

The committee is composed of department heads, representatives of party organs, and additional scientists elected by the center staff. The committee is responsible for planning, reviewing, and assessing the center's training needs.

The plans are based on individual departmental needs, the center's overall priorities, and available financial resources. The committee is responsible to the director of the center.

To some extent, foreign and local donor assistance does influence the plan in so far as availability of funds and training opportunities are concerned, particularly with respect to overseas training. Currently the center relies heavily on FINNIDA for funding of both long- and short-term staff training.

Recruitment

Vacant senior posts are filled through advertisements in the local press or by notifying the National High Level Manpower Allocation Committee. Technical posts and nontechnical junior posts are filled by direct employment of graduates from agricultural or technical schools.

Vacancies are identified by department heads in consultation with the center's top management (and consistent with corporate goals and manpower plans). The plans indicate jobs to be performed, skills or level of academic training required, as specified in the center's scheme of service, which is subject to periodic review. The scheme of service defines the function, grade, educational/professional level of training, career path, and salary. Candidates at all levels are subject to interview by appropriate appointing authorities. The appointing authority for graduates is the board of directors. Technicians are interviewed and appointed by the center's appointment committee.

Socialization

Newly appointed scientists are given an opportunity to study under experienced officers in their respective areas of specialization. During the orientation period, which takes about one year, individuals acquaint themselves with the administrative set-up, operational procedures, job specifications, and communication procedures within and outside the center.

Department heads are responsible for socializing individuals. Individuals are confirmed in their posts only after a year's successful orientation. Individuals who have previously served at the center and have been away for long periods are subject to reorientation.

Training and Development

As stated elsewhere, the center has a five-year staff development plan for all levels of staff. The implementation of the plan is subject to external and internal factors such as availability of funds (both local and foreign), suitability of available candidates, and availability of spaces in training institutions.

The center has a set of criteria for selecting recruits from available candidates: departmental needs, age, duration of service with the center, previous academic training, etc.

Training is supervised by the respective training institutions in-country or abroad, and the center often receives progress reports on individuals sent for training.

The impact of training is assessed in terms of how individuals perform in their work after having acquired new skills.

Career Development

The center has a comprehensive scheme of service with a clearly defined career path. The scheme of service has been subject to three reviews since the center was established in 1976. The current scheme of service was approved by the government (the Presidential Commission for Parastatal Organizations) in 1987. It currently has three levels: graduate, technical, and administrative.

The top management of the center (i.e., the director and department heads) have fixed scales of salaries, whereas others are graded, in some cases into as many as eight grades.

Requirements and procedures for moving from one level to another are provided for in the scheme of service, and mechanisms have been established for determining individual progress along the path, such as publication of scientific papers, release of varieties, etc.

The center does not have any provision for problems in advancement. Those who do not perform well enough to qualify for advancement are given a warning and, in unavoidable circumstances, have their services terminated so that more competent individuals can be hired.

Performance Management

Individuals' work performance is reviewed annually. The center has staff appraisal forms that individuals are required to fill out, which includes their curriculum vitae and the latest work accomplished during the year. Department heads rate their employees' performance on a scale from *A* to *D* against such factors as obedience, work aptitude, etc. Those who are rated below *C* are advised in writing of their weaknesses with a view toward assisting them in improving their performance. This exercise is useful to the center in creating a competitive attitude toward work and thereby improving the center's overall output. Those who do exceptionally well get cash or other material rewards and certificates of award.