

**Grappling with the performance management systems in the Tanzanian local government authorities: the case of Kinondoni municipal council**

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This study examined the use of Performance Management System (PMS) in the public organizations. Specifically, it sought to investigate how disintegration of components has impaired the success of PMS in Tanzania's Local Government Authorities (LGAs). Three specific objectives were addressed: (i) to examine the employees' level of understanding of performance management and see its implications on a PMS (ii) to examine the actual practice of PMS (iii) to investigate the degree and effects of disintegrated PMS on the service delivery, accountability and quality. Data was collected using interviews, semi structured questionnaire and documentary sources. The data was analyzed by using content analysis. A sample size of 60 respondents was used in this study. The findings revealed that the use of PMS has failed to deliver expected results due to disintegration of the system. The problem was mainly caused by piecemeal installation of components, inadequacy of the existing components, shortage of resources to facilitate effective implementation, low level of institutionalization, flawed design and incoherence between and across the components. The study found that the old ways of thinking and doing things have persisted. Therefore this study recommends that PMS should be approached and implemented in an integrated manner, preceded by thorough consultations for gaining support and minimize resistance to change, tested before applied in a particular context, adequately resourced, measured based on the outcomes rather than measures of activities, implemented by skilled and qualified staff, well communicated and highly institutionalized across the organization. In addition, the implementation of the system should focus on management rather than appraisals, observe public service ethos, championed by committed leaders, fairly reward high performance and discourage poor performance, enhance accountability and coordination of efforts and activities toward a common goal.