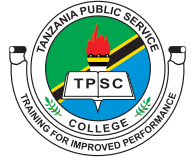




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**PRESIDENT'S OFFICE,**  
**PUBLIC SERVICE MANAGEMENT AND**  
**GOOD GOVERNANCE**



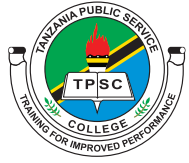
**TANZANIA PUBLIC SERVICE COLLEGE**  
**(TPSC)**

**RESEARCH POLICY,**  
**AGENDA AND STRATEGY**





**THE UNITED REPUBLIC OF TANZANIA  
PRESIDENT'S OFFICE,  
PUBLIC SERVICE MANAGEMENT AND  
GOOD GOVERNANCE**



**TANZANIA PUBLIC SERVICE COLLEGE  
(TPSC)**

**RESEARCH POLICY, AGENDA AND  
STRATEGY**



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## ABBREVIATIONS AND ACCRONYMS

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<b>ARC</b>	: Academic, Research and Consultancy
<b>CAG</b>	: Controller and Auditor General
<b>CEO</b>	: Chief Executive Officer
<b>FAME</b>	: Filter, Analyse, Measure and Evaluate
<b>HIV</b>	: Human Immunodeficiency Virus
<b>HRD</b>	: Human Resources Development
<b>ICT</b>	: Information and Communication Technology
<b>IP</b>	: Intellectual Property
<b>LGAs</b>	: Local Government Authorities
<b>LGRP</b>	: Local Government Reform Programmes
<b>MAB</b>	: Ministerial Advisory Board
<b>MDAs</b>	: Ministries Departments and Agencies
<b>PFA</b>	: Planning, Finance and Administration
<b>PO-PSM&amp;GG</b>	: President's Office-Public Service Management and Good Governance
<b>PSRP</b>	: Publics Service Reform Programme
<b>R&amp;PP</b>	: Research and Publication Policy
<b>R&amp;PTC</b>	: Research and Publication Technical Committee
<b>TPSC</b>	: Tanzania Public Service College

## FOREWORD

Tanzania Public Service College (TPSC) is mandated to contribute to improved performance of public service of Tanzania through research. The driving force behind the expected improved public service delivery is through scientific research and technological innovations. TPSC thrives to participate in the improved public service delivery through its research policy and the associated agenda which falls within its areas of competency. Therefore, it is pertinent that TPSC's research contribution is focused effectively on areas of national priority specifically on improving public service delivery. It is within this milieu that, the first Research Policy and Publication of 2016 has been reviewed and TPSC Research Agenda have been developed to stimulate research and publication functions. More so, for efficiency and effective research and publication function, TPSC has developed the research strategies. These three documents have been merged into one policy document which is named as TPSC Research Policy and Agenda". This revised version of Research Policy and the accompanying agenda has drawn both from experiences from the implementation of the first policy version of 2016 as well as best practices from other institutions. The objective of the Research Policy and Agenda is to provide a clear reference framework for research and publication issues at TPSC. By creating a sound research support environment, researchers like academicians and other public servants will increasingly participate in research given the provided agenda. These documents, (Research Policy and Agenda for TPSC) addresses the needs of both internal and external customers either as research collaborators, funding agencies or research clientele. This way, not only will we be the leaders in producing basic knowledge, but we will also be instrumental in disseminating research-based findings for improved decision making in public service of Tanzania. We note

that, while extensive work has been done in producing these documents, the effort of stakeholders from different institutions such as President's Office-Public Service Management and Good Governance (PO-PSM&GG), and Ministerial Advisory Board (MAB), among others and members of academic staff of TPSC's six campuses and representatives from the private sector are highly appreciated. The Ministerial Advisory Board (MAB) expresses its gratitude to the special taskforce which worked tirelessly, and all those who have directly or indirectly contributed to the successful completion of this work. Last but not least, MAB would like to take this opportunity to thank the TPSC Rector/Chief Executive and the management at large for facilitating the entire process which led to the successful completion of this Policy and the accompanying Agenda.

**Dr. Florence M. Turuka (PhD)**  
**Chairman: Ministerial Advisory Board**

## ACKNOWLEDGEMENTS

The preparation of this Research and Publication Policy, Agenda and Strategy was only possible through hard work and dedication of all TPSC staff. It consists of all TPSC Campus Directors who relentlessly coordinated the collection of different ideas for the policy and various themes for the agenda and strategy as they appear in these three documents (Part I, II and III). More so, these documents would not come to its full fruition without a committee chosen by the Rector/CEO to amalgamate inputs from the campuses. They consist of Dr. Charles Rwekaza (Manager for Research, Consultancy and Publication), Dr. Hamis Amani (Director- Singida Campus), Dr. Joseph Mbwilo (Lecturer-Mbeya Campus) and Ms. Akonaay Felister (Director-Tabora Campus). We wish to acknowledge the team's effort and its willingness to work beyond official hours. No words can express our gratitude to the Management and all other staff of Tanzania Public Service College, who in one way or the other, gave suggestions and ideas during different stakeholder workshops. In this case, the contribution of the office of the Deputy Rector (Academic Research and Consultancy) cannot be overemphasized. We also would like also to register our sincere appreciation to Prof. Paschal Buberwa Mihyo (Associate Consultant) for his constructive inputs during the workshops. Finally, yet importantly, words of thanks are extended to the TPSC Ministerial Advisory Board for its guidance in the whole process of developing these guiding documents for furtherance of research and publication function at TPSC.

**Dr. Ernest Mabonesho (PhD)**  
**Ag. Rector/Chief Executive Officer**

## EXECUTIVE SUMMARY

The first section of this documents provides for Research and Publication Policy. The review of Research and publication policy is a result of the need to make the research policy go with taste of time and promoting innovative and creative research to address a specific problem in public service of Tanzania. As an area which needs to be given great attention at TPSC, the research and publication policy specifically aims at the following:

- a) To guide TPSC in enhancing the research and publication capacity;
- b) To provide a reference frame for sourcing of research funds and sharing resources;
- c) To set guiding principles to facilitate effective coordination and regular monitoring and evaluation system of research at different levels;
- d) To set guiding philosophy of integrating teaching and research in the learning process;
- e) To provide guidelines for motivating academic member of staff who are engaged in research and publication;
- f) To set guidelines with respect to the role of TPSC in defining and implementing the national research agenda in collaboration with other national and international stakeholders;
- g) To provide a framework to capture a wider range of stakeholders in supporting research activities at TPSC; including involvement of PO-PSM&GG and other MDAs;
- h) To provide a comprehensive and standardized framework for conducting research and disseminating research findings and operational procedures.

To accomplish these aims in place, this policy document is divided into four main chapters. The first chapter provides background information, the rationale for the policy, main and specific objectives of the policy. The chapter further provides the scope of this research and publication policy before providing TPSC vision, mission statements and the core values.

The second chapter deals with Research policy itself and operational procedures where the need for such an issue, the objectives, policy statements, policy strategies and operational procedures are provided. The main policy issues include: research coordination, culture, ethics, resources, infrastructure, support environment, sharing of research resources, collaborative research, contribution to research administration, publication and dissemination of research findings, ownership of intellectual property, information and communication technology on research, and integration of research and teaching. The policy guidelines commit implementers (administrators, researchers and sponsors), to ensure that research at TPSC addresses the needs of public service of Tanzania.

The third chapter is on Policy implementation framework where there are different roles of different actors. They are roles of CEO, roles of Deputy Rector-ARC/PFA, and roles of the Manager for Research, Consultancy and Publication. The chapter further highlights the roles of Research and Publication technical committee, the roles of strategic plan committee and roles of other actors (heads of departments, workers council, management team, disciplinary committee, TPSC academic board and the MAB).

Chapter four presents the modalities of policy monitoring, review and amendments wherever necessary and evaluation of research activities. This is aimed at helping the organization to generate and manage relevant information of maintenance of standards,

improvement and future planning. Without effective monitoring and evaluation, it would be impossible to judge if the research activities are in the right direction, whether progress and success can be claimed.

The second section of this documents provides the research agenda 2023-2026 which is a set of priority areas guiding research activities for the next three years. These priority areas are categories in terms of clusters with their purpose, research areas and key players. They include Public Service In-service Training, Leadership, Management and Good Governance, Human Resources Management and Development, Records, Archives and Information Management, Public Finance Management, Local Governance, Information and Communication Technology (ICT), Procurement and Supply Management in Public Service, Cross-cutting Issues. Furthermore, the research agenda provides the general guidelines on research approach and research ethics. Part three of this document provides TPSC research and publication strategies which will ensure research function is conducted accordingly.



**PART I:  
RESEARCH AND  
PUBLICATION POLICY**

# CHAPTER ONE

## INTRODUCTION AND BACKGROUND INFORMATION

### 1.1. Background Information

Tanzania Public Service College (TPSC) is a semi-autonomous Executive Agency established by the Government in August 2000 under the Executive Agencies, Act of 1997. TPSC was established within the context of a comprehensive Public Service Reform Programme (PSRP) from 2000 – 2011. The main reason of establishing the College was to support the public sector reforms by improving leadership, management and administrative skills in the public service through provision of quality training programmes, consultancies and applied research. In this case, TPSC has the role of transforming itself into an organ that has the capacity, systems and culture of offering customer-oriented services, and the culture of continuously improving these services.

Currently, TPSC provides its services in its six campuses. They are Dar es Salaam, Global Learning Center (GLC), Tabora, Mtwara, Singida, Tanga and Mbeya. The Headquarters of the College is in Dar es Salaam, along Bibi Titi Mohamed Road, Akiba Bus Stop near College of Business Education. The core functions of the college involve long term training programmes, Performance Improvement Programmes (Short courses), Research and publication, and Consulting services. The college further establishes and maintains collaborative activities and management of Public Service Examinations (PSE). Given these core functions, TPSC recognises the indispensability of research and publication for improved public service management as such. The value of research and publication to public service include

helping organization to develop new products or services, to identify new needs and wants of its customers, improve what they do, keep up with new changes in the industry, and compete well in the market. It is within this milieu; in 2013, TPSC developed the Research and Publication Policy (R&PP) as a tool for effective and efficient performance of this core function. However, the policy operated for only three years after which the need for review arose. The purpose of the review was to have a policy that is accommodative of various aspects related to research and publication. Thus, the revised policy came to be known as Research and Publication Policy of 2016.

There were a number of issues which prompted the need for review of the 2016 research and publication policy. One of them was the growth and expansion of the College, which led to complexities in coordination, and administration of the research and publication activities. The emerged organisation structure did not feature research and publication functions. In addition, there were inadequate emphasis on capacity building to staff on Research and Publication, inadequate sources for funding R&P activities, lack of motivation among TPSC staff to engage in research and publication activities and grossly, insufficient applied researches conducted by the College for public service consumption.

## **1.2. Rationale for the Policy and its Review**

Efficient and effective delivery of service of public service, requires carefully application of research and publication activities which are centrally coordinated. The review of the existing Policy is consistent with the view of taking into considerations of various institutional transformation that has taken place in recent years. Thus, in order to move with the prevailing changes, in March 2016, the College formed a committee to prepare the TPSC Transformation Plan, which among others; it recommended the

establishment of an independent centre that would be dealing closely with public service institutions affairs. Hence, in September, 2016, the Centre for Public Service Learning was established to deal with research based Short Course Programmes, conducting research and disseminating the applied research findings to the public, conducting consultancy services through establishing and maintaining collaborative partnerships with other similar institutions within and outside the country. However, the revised TPSC Establishment Order of 2020, put the research functions in the Department of Research and Publication instead of the defunct Centre for Public Service Learning.

Also, since 2010 TPSC has been enhancing the capacity of its human capital at PhD and Masters' Levels of education so as they can affect research and publication function. The other development is the establishment of an Academic Staff Promotion Policy (ASPP), which needs to feature in the R&PP.

In addition to that, Research and Publication Policy of 2016, need to be revised to reflect order to align with the new TPSC Establishment Order of 2020 which puts the department of Research and Publication clearly within the Organisation Structure of TPSC. and has to be headed by the Manager for Research, Consultancy and Publication. The revised Establishment Order entailed the revision of vision and mission statements, which should also be reflected in the revised Research and Publication Policy. This new development prompts the need to review the 2016

From the aforementioned transformation initiatives, there is a need to revise the current 2016 policy in some aspects. Therefore, some issues are addressed to ensure the mentioned challenges are mitigated for improving the existing TPSC Research and Publication Policy. While most of policy issues and operations procedures are clearly articulated in the next chapter (revised from

four to twelve), some of the issues presented are: establishment of a unit for research, research standards and procedures, issues of collaborative research, need for research workshops, review process before external presentations and ways to solicit research funds, administration of research process and the inclusion of Quality Assurance systems in research and publication processes.

### **1.3. Main Objective**

The main objective of the TPSC R&PP is to guide TPSC staff and other stakeholders, campuses, units and the community to focus their research efforts and resources in areas of priority as far as college mandates are concerned. The goal of TPSC is to contribute to good governance and improved performance through the transfer of knowledge that will assist in improvement of productivity and performance of Tanzania's Public Service. This will help to put in place an appropriate and comprehensive framework for executing, promoting and sustaining R&P activities.

#### **1.3.1. Specific Objectives**

The specific objectives of the Research and Publication Policy are to:

- i) To strengthen research function for Tanzania public service efficacy as a fundamental part of other TPSC functions;
- ii) To ensure that TPSC research and publication activities are comprehensively managed (planning, administration, budgeting etc.);
- iii) To develop, maintain and promote effective and sustainable TPSC institutional capacities to undertake R&P; and
- iv) To cultivate relevant partnerships with other research institutions (local and international), business entities in improving Research and Publications.

## 1.4. Scope of the Research and Publication Policy

This policy defines the activities, focus, authority and responsibilities for managing and undertaking R&P activities at TPSC. Hence, the provision of R&PP shall apply to all research related activities at the college. The policy shall apply to:

- i) All TPSC academic and administrative staff;
- ii) PO-PSM&GG and the MDAs;
- iii) All pensionable, contractual and part-time staff who are active in teaching, research, administration;

## 1.5. TPSC's Vision

To be a global centre of excellence in knowledge generation, sharing, research and consultancy.

## 1.6. TPSC's Mission

To improve public service delivery capacity through training, research and publication, provision of consultancy services and technology-based knowledge sharing platforms.

## 1.7. TPSC's Core values

- i. **Customer focus** – we will strive giving out quality services to meet needs and expectations of stakeholders;
- ii. **Integrity** –we will uphold the highest standards of ethical behaviour, honest and moral principles by observing good governance in discharging duties;
- iii. **Innovation** – we will uphold a continuous creativity in the use of appropriate technologies to develop and deliver products and services;

- iv. **Professionalism** –we will adhere to the highest level of excellence or competency, standards and best practices in performing duties to meet needs and expectations of stakeholders;
- v. **Impartiality**: we will observe equality and avoiding discrimination and any form of favouritisms in service delivery; and
- vi. **Team work**: we will build and encourage a friendly and participatory working relationship amongst staff towards achieving institutional goals.

## CHAPTER TWO

# RESEARCH POLICY AND OPERATION PROCEDURES

### 2.1. Introduction

The chapter provides guidelines and direction of research issues and operational procedures. The essence of research policy is to ensure that research function at TPSC is well coordinated and clearly associated with other core functions of the College as research is the fundamental source of their effectiveness. Along with this, the policy will guide TPSC staff and the entire research community through clear regulations on the manner in which research is supposed to be conducted at TPSC. Specifically, the guidelines commit all researchers to ensure that, research at TPSC address important issues that will help to improve provision of services in public service of Tanzania. As such, the policy provides guidelines and direction on Research Coordination, Research Culture, Research Ethics, Research Training, Research Resources, Research Support Environment, Sharing of Research Resources, Contribution to Research Administration, Collaborative Research, Publication and Dissemination of Research Findings, Ownership of Intellectual Property, Information and Communication Technology on Research and Integration of Research and Teaching.

More so, TPSC is committed to conduct researches in its areas of competences for improving public services provision.



## **2.2. Policy Issues, Statements, Strategies and Procedures**

### **2.2.1. Research Coordination**

For a long time, TPSC had no clear coordination structure to link research and publication activities from headquarters to campus level. This has consistently made research undertaking and the associated outputs at all levels inadequate in accordance to TPSC's mandates. This makes it imperative to have a strong coordination system that will coordinate, promote, link and manage the entire research processes (planning, training, budgeting and publication of research results).

### **Policy Objective**

To ensure the research activities are properly coordinated at TPSC in order to attain the need for research that aim at improving public service of Tanzania.

### **P1: Policy Statement**

TPSC shall have a clear research and publication coordination structures at different levels.

### **Policy Strategies**

- (i) To ensure there is a link between the Department of Research and Publication at the Headquarter with campuses and their departments.
- (ii) To ensure there is a clear reporting relationship between different actors.

### **Operational Procedures**

TPSC will:

- (i) Establish department of Research, Consultancy, Short Courses and Publication at each campus.

- (ii) Establish competent research coordination committees at the headquarter and campus levels together with the guideline for their operations.
- (iii) Establish a clear reporting structure of research and publication activities from campuses to the headquarter.

### **2.2.2. Research Culture**

While research and publication are among the core functions of TPSC, the culture of conducting and disseminating scholarly research regarding public service in Tanzania has remained inadequate among academic staff. This has translated itself in the lack of strong contribution of research by TPSC for policy development in Tanzania public service. Therefore, there is a need to build an organizational culture where research and the related products become a contributing vehicle for improved public service of Tanzania. This makes it indispensable to build an organization culture to promote research productivity as per given mandates.

#### **Policy Objective**

To ensure the TPSC academic staff develop a culture of conducting and disseminating the research outputs as the mandates dictate.

#### **P2: Policy Statement**

TPSC shall inspire and support academic staff in research undertakings.

#### **Strategy**

Have in place clear mechanisms of promoting research culture at TPSC.

#### **Operational Procedures**

TPSC will:

- (i) Budget significant resources for training in research methods courses.
- (ii) Establish research committee to spearhead the research agenda.
- (iii) Make research and publication as targets in annual staff appraisal.
- (iv) Introduce mentoring programmes on research and publication for junior staff.
- (v) Allocate competitive research grants generated internally.
- (vi) Authorise time for academic staff to conduct research.
- (vii) To adequately promote those who have published their research findings.
- (viii) Introduce incentives for staff engaged in research and publication activities.
- (ix) Promote staff research workshops for sharing research and publication experiences.

### **2.2.3. Research Ethics**

Research and the related products have been traditionally characterised as an important aspect for development of a nation. Therefore, there is a need to observe ethical standards and maintain the integrity of the research profession. In this respect, issues like intellectual honesty, confidentiality, acceptability of research results, conflict of interest, observation and avoiding offending remarks should be observed.

#### **Policy Objective**

To ensure guidelines (through research agenda) on acceptable ethical standards in research are adhered to.

### **P3: Policy Statement**

TPSC shall ensure that all research and publication activities conform to ethical standards.

#### **Policy Strategy**

Put in place clear guidelines on conducting research and publication.

#### **Operational Procedures**

TPSC will:

- (i) Ensure there are research strategy and research agenda to guide the focus of researches to be conducted at TPSC so as to be in line with national and college research priorities.
- (ii) Ensure that research ethical clearances are secured from relevant institutions before researches are conducted.
- (iii) Ensure researchers adhere to acceptable ethical standards through supervision by research and publication technical committees at the headquarter and campuses.
- (iv) Ensure researchers abide with scholarly publication ethics (peer review systems, predatory journals, plagiarism check system (70 percent and above) and other ethical issues) as will be closely guided by research and publication technical committees at the headquarter and campuses.

#### **2.2.4. Research Resources**

Resources (in terms of finance) have and continue to be a blockade in research undertaking at TPSC. With minimal or no research funds within TPSC, the capacity of researchers remain highly compromised. TPSC has not set any grant scheme for staff to conduct researches. While the grant scheme is relevant within TPSC, there is a need to develop capacity to access more resources for research outside TPSC.

### **Policy Objective**

To establish a research grant scheme that ensure there are adequate financial resources needed to support research activities at TPSC.

### **P4: Policy statement**

TPSC shall ensure that there are funds from within and others from government and research foundations to support research activities.

### **Policy strategy**

While there will be mechanisms to bid for and get funds for research activities, TPSC will allocate funds for research in areas deem relevant for improved public service of Tanzania.

### **Operational Procedures**

TPSC will:

- (i) Allocate 5% of the total annual collected fund in each financial year at each campus to support research activities.
- (ii) Fund researches carried out by TPSC staff
- (iii) Introduce a competitive research fund to be applied for by TPSC staff.

### **2.2.5. Research Support Environment**

For researches to be credible there is a need to have a conducive research environment. These may include availability of all necessary facilities and conditions that support research function. At TPSC, such environment remains unfavourable. Lack of such conducive environment has inadvertently discouraged the passion for conducting research among TPSC staff.

### **Policy Objective**

To provide TPSC staff with necessary infrastructure to support research activities.

## **P5: Policy Statement**

TPSC shall ensure there is conducive environment for research and publication for academic staff.

### **Strategy**

Put in place conditions for conducive research environment.

### **Operational Procedures**

TPSC will:

- (i) Provide for research support services related to modern management information systems and facilitate access to international literature and databases.
- (ii) Establish a capacity building programme for training and retaining researchers.
- (iii) Provide the necessary infrastructure like offices, libraries etc.

## **2.2.6. Sharing of Research Resources**

Conducting research and disseminating results require substantial resources in aspects of technologies, expert consultation, and other services to scientific investigators. These services may manifest themselves in various aspects involving data analysis/processing using specialised instruments or software, expertise on different research designs and evaluation needs.

### **Policy Objective**

To ensure the available research resources in various aspects are shared among TPSC staff to enhance research activities.

## **P6: Policy Statement**

TPSC shall be transparent in the allocation, utilization and sharing of research resources.

### **Strategy**

Create and constantly update database of all research resources.

## **Operational Procedures**

TPSC will:

- (i) Prepare guidelines for utilisation of research resources.
- (ii) Purchase the required research resources.

### **2.2.7. Collaborative Research**

While TPSC encourages its academic staff to conduct research and publication, emphasis should also be put on collaborative research for problems facing the public service of Tanzania. This collaborative research can be between TPSC and individual experts or other entities from within or outside the country. The accrued benefits of collaborative research include transfer of knowledge and skills, sharing of experience, perspectives and ideas rarely found during sole research initiatives. More so, collaboration helps to work with renowned researchers, creating and creates opportunities for joint publications, which is important for research careers. Despite its importance, collaborative research has not been a practice at TPSC in as much as no clearly defined mechanism to guide the collaborative research activities. Therefore, there is need of putting in place a clear mechanism on the coordination and administration of collaborative research.

### **Policy Objective**

To promote collaborative research between TPSC and other institutions.

### **P7: Policy Statement**

TPSC shall put in place mechanisms for coordinating and administration of collaborative research.

### **Policy Strategy**

To ensure that collaborative research is carried out.

## **Operational procedures**

TPSC will:

- (i) Appoint a coordinator for collaborative research.
- (ii) Encourage TPSC staff to prepare proposals and bid for collaborative research funds. Ensure that a full-time employee of TPSC serves as the Principal Investigator in case of outside collaboration.
- (iii) Insist on internal collaborative projects to be inter and multi-disciplinary in nature; Ensure that the collaborating units within TPSC make provisions for administrative costs.
- (iv) Require that TPSC research and publication committee vet collaborative research agreements.

### **2.2.8. Contributions to Research Administration**

TPSC encourages academic staff to compete for research funds from both national and international funding organizations. In receiving such funds, however, management of these funds is not clear within TPSC and there is no clearly defined mechanism to determine the use of employer's time and facilities. This makes it imperative to put in place mechanisms where the researcher contributes to TPSC in order to cover for employer's time and overhead and other administrative expenses.

#### **Objective**

To provide for clear mechanism for external research grants to contribute for overhead and other administrative expense.

#### **P8: Policy Statement**

TPSC shall ensure that external research grants contribute to overhead and other administrative expenses.

#### **Policy Strategy**

Ensure that the research overhead and other administrative expenses are shared between researchers and TPSC.



## **Operation Procedures**

TPSC will:

- (i) Require that research projects contribute 5% of the total project research costs to the institutional overhead costs and 95% to the researcher.
- (ii) The sums accrued by researchers shall be accounted for using acceptable government Financial Regulations and Procedures unless the funder demands otherwise.

### **2.2.9. Publication and Dissemination of research findings**

Research publication output at TPSC is inadequate. This is observed from annual performance reports where a few numbers of academic staff publish annually. Therefore, in order for TPSC to be visible, there is need to build strategies that may contribute to increasing the research publication output among its academic staff.

#### **Policy Objective**

To guide and encourage academic staff to research, publish and disseminate research findings through scholarly articles, books, and policy briefs.

#### **P9: Policy Statement**

TPSC shall support academic staff to publish and present research findings in national and international conferences and professional forums

#### **Policy Strategy**

Have clear mechanisms of promoting research publication and communicating the findings at TPSC.

## **Operational Procedures**

TPSC will:

- (i) Set and provide funds for presentations at national and international conferences/professional forums.
- (ii) Invest in research publication training courses, workshops, and mentoring initiatives for junior staff.
- (iii) Revamp TPSC journal and encourage staff to use it to disseminate research outcomes.
- (iv) Organise TPSC conferences, workshops, and public lectures for staff to display and communicate research findings.
- (v) Support communication of research findings to the wider public by using proper channels of communication such as symposium, press conferences and other national and international forums.
- (vi) Encourage and support staff and students to publish their findings in referred journals.

### **2.2.10. Ownership of Intellectual Property**

While there are many reasons for carrying out research, the prime reason has been to educate, to stimulate the spirit of inquiry, to solve societal problems, and to discover new knowledge. Therefore, patent laws and regulations are always applicable to most of these researches. This obligates TPSC to serve the public interest by ensuring that such intellectual property is appropriately developed, exploited and defended.

#### **Policy Objective**

Encourage research initiatives, results and its commercialisation and transfer for the benefit of the public, TPSC and researchers.

#### **P10: Policy Statement**

TPSC shall encourage the recognition and identification of Intellectual Property and promote an entrepreneurial culture of findings arising from their researches.

## **Policy Strategy**

TPSC will: Ensure (by adhering to international standards) that there are well-stipulated guidelines, rules and regulations governing rights and ownership of research output.

## **Operational Procedures**

TPSC will:

- i. Set out the procedures on the identification, ownership, protection and commercialization of Intellectual Property;
- ii. Facilitate recording, monitoring and maintenance of TPSC Intellectual Property portfolio;
- iii. Enhance the reputation of TPSC research functions and reputation of the researchers by bringing research results to public use and benefit.

### **2.2.11. Information and Communication Technology on Research**

As research and publication is one of the core functions of TPSC. TPSC needs to continuously use ICT for carrying out research. This brings in the indispensability of Global Learning Centre, which performs a technical backstopping role for distance teaching and learning through blended face-to-face training programmes, video conference courses and some online courses. Therefore, TPSC would wish to have GLC that takes teaching and learning as the major focus when researching.

## **Policy Objective**

Ensure reliable and research-based means environment for enhanced research undertakings at TPSC.

## **P11: Policy Statement**

TPSC shall strengthen GLC (ICT powerhouse) so that it promotes reliable and innovative means of offering its services for improved research activities.

## **Operational Procedures**

TPSC will:

- (i) Register TPSC research and publications online
- (ii) Put in place a dependable and reliable ICT infrastructure at GLC
- (iii) Develop skills and competency in ICT among researchers to enable them utilize ICT facilities for research information effectively.
- (iv) Set up a mechanism that ensures affordability of ICT usage for research purpose.
- (v) Strongly encourage and facilitate sharing of ICT resources.

### **2.2.12. Integration of Research and Teaching**

Competency Based Education and Training is the way of learning that inculcates practicability of what is being taught. This is also enhanced by integrating new knowledge created through research with teaching. It is more emphasised by the growing need to develop competencies of students through different teaching-learning activities, which may also involve researching. Therefore, while linking research and teaching is not automatic, there is a need to create a productive relationship between research and teaching at TPSC.

#### **Policy Objective**

To retain a core commitment to research-based teaching and enhancing scholarship through clearly linking research, professional practice and teaching.

#### **P12: Policy statement**

TPSC shall encourage and reward academic staff that are committed to research-based teaching and through clearly linking research, professional practice and teaching.

**Strategy**

Have a clear mechanism of increasing skills of linking research and teaching.

**Operational Procedure**

TPSC will:

- (i) Emphasize knowledge creation by students rather than imparting knowledge by instructors.
- (ii) Encourage publication of researches in professional journals.
- (iii) Ensure teaching-research links are central to policies on promotion and reward.

## CHAPTER THREE

### POLICY IMPLEMENTATION FRAMEWORK

#### 3.1. Organisation and Mandate

The implementation of the R&PP will be institutionalised within the TPSC structure. The policy will be overseen by the DP-ARC and he/she will delegate adequate responsibilities to the Manager for Research, Consultancy and Publications.

##### 3.1.1. Role of the Chief Executive Officer (CEO)/RECTOR

The RECTOR/CEO, will be responsible for the following:

- i) Recommend the R&PP to the MAB;
- ii) Approve short-, medium- and long-term implementation programmes;
- iii) Review the organisation structure to figure out smooth implementation of the core functions of TPSC, including R&P;
- iv) Give advice about revising the R&PP; and
- v) Approve all required resources for the implementation of the policy.

##### 3.1.2. Role of the Deputy Rector- Academic, Research and Consultancy

The duties of the Deputy Rector, Academic, Research and Consultancy (DP-ARC) will involve the following:

- i) Lead in the implementation of the policy;
- ii) Translate the R&PP into implementable programmes;

- iii) Evaluate the current progress of the R&PP and recommend future improvement of the policy;
- iv) Recommend appropriate R&P activities budget;
- v) Oversee quality implementation of the R&P activities;
- vi) Plan and prepare R&P and related activities for sensitisation in MDAs; and

### **3.1.3. Role of the Deputy Rector, Planning, Finance and Administration**

The duties of the Deputy Rector, Planning, Finance and Administration (DP-PFA) will involve the following:

- i) Mobilise and administer resources for the implementation of the R&PP;
- ii) Allocate resources for QA and M&E functions of the policy and programmes;
- iii) Ensure financial regulations are followed in the implementation of R&P policy.

### **3.1.4. Role of the Campus Directors**

- a) The Campus Director will supervise academic staff through Heads of Research, Consultancy, short courses and Publication assisted by the Research and Publications Committees in conducting research as per TPSC research strategy, agenda and guidelines;
- b) Manage quarterly and annual reports from respective department for research and publications; and
- c) Ensure staff and their heads of departments at the campus plan and implement performance targets for research and publications.

### **3.1.5. Role of the Manager for Research, Consultancy and Publication**

The Manager for Research, Consultancy and Publication shall focus on the following specific activities in order to stimulate and facilitate R&P activities:

- i) Liaise with the DP-ARC, Campus Directors, Heads of Library Services and the Head of Computer Services to ensure that respective department/directorate members participate fully in research activities at the College;
- ii) Coordinate, organise or initiate training workshops in research skills for members of Academic Departments in all campuses;
- iii) Ensure the participation of all members of various faculties (and other stakeholders) in evolving the research agenda;
- iv) Assist members of various faculties to access relevant literature by subscribing to various web-based data sources such as WORLDSCOPE, FAME, ICC-PLUM, Emeralds, ABI or initiate the purchase of important data sets that might be useful in developing research proposals in line with the TPSC research agenda;
- v) Facilitate, by way of organising conferences/workshops, dialogue between researchers and users, or potential users of TPSC research outputs;
- vi) Solicit and secure funds for research from the College, government, public and private organisations, international agencies, and donors;
- vii) Facilitate and support marketing of research results where appropriate;
- viii) Establish and publish annually the *TPSC Research Bulletin* indicating (in summary form) the status of research and



publication activities by TPSC members within and outside TPSC;

- ix) Seek for and furnish information to academic staff members on possible sources and modes of research funding available outside the College and on availability of research capacity building opportunities, e.g., training, attachment, collaborative research and the like;
- x) Process awards as per TPSC Academic Staff Promotion Policy related to R&P in favour of eligible department members;
- xi) Coordinate and monitor the process of research planning at the College by providing guidelines and research targets;
- xii) Liaise with the Head of ICT to ensure that sufficient funds are allocated for acquisition of facilities that support R&P activities such as specified publications, hardware, software, reliable internet connectivity; and
- xiii) Guard against the revised R&PP, and bear responsibility for ensuring that it meets the needs of both internal and external stakeholders.

### **3.1.6. College Research and Publication Technical Committee**

There will be a Research and Publication Technical Committee (R&PTC) to scrutinise proposals and reports/papers before TPSC Research Committee.

The specific duties of the R&PTC shall include the following:

- i) Approve research proposals and reports for external evaluation;
- ii) Appoint external reviewers for manuscripts to be considered for publication;
- iii) Approve research projects;

- iv) Approve progress reports on ongoing research projects;
- v) Recommend to the RPC external journals/publications for accreditation;
- vi) Evaluate and accredit conference papers;
- vii) Evaluate and approve papers for the TPSC Discussion Paper Series;
- viii) Determine honoraria for authors and internal/external reviewers of books and manuals;
- ix) Appoint an officer to look for Intellectual Property (IP) issues;
- x) Grant time extension to complete a research project provided that no more than two extensions shall be granted without the expression of consent of the RPC; and
- xi) Any other duties as may be assigned by the Rector/CEO from time to time.

The specific duties of the TPSC Research Committee shall include the following:

- i) Refine research proposals and recommend for data collection stage after formal presentation; and
- ii) Refine research reports and recommend for acceptance and publication after formal presentation.

### **3.1.7. Campus Research and Publication Technical Committee**

There will also be a Research and Publication Technical Committee (R&PTC) at the campus level that will scrutinise proposals and reports/papers before being forwarded to the Research and Publication Technical Committee at the headquarter. The specific duties of R&PTC at the campus level shall include the following:

- i) Refine and approve research proposals and reports before being submitted to R&PTC at the HQ;
- ii) Evaluate and approve papers for the TPSC Discussion Paper Series;
- iii) Any other duties as may be assigned by the Campus Director from time to time.

### **3.1.8. Role of Strategic Plan Team**

The Strategic Plan Team will have the following mandates:

- i) Take an active role in addressing issues affecting the implementation of the R&PP;
- ii) Plan for and mobilise resources for the implementation of the Policy.

### **3.1.9. Roles of Other Actors**

Success of this Policy depends on the unbending commitment of every member of the College. However, there are key players whose support is critical to facilitate the plan, process and implementation of R&PP. These key players include the following:

- i) Heads of Department/unit
- ii) Workers Council
- iii) College Management Team
- iv) TPSC Disciplinary Committee
- v) TPSC Academic Board
- vi) Ministerial Advisory Board

#### ***3.1.9.1 Heads of Department/unit***

Heads of Department will be responsible for the following:

To ensure each department/unit at TPSC is implementing the

R&PP effectively and efficiently specifically by encouraging research and publication.

### ***3.1.9.2 Workers Council***

The Workers Council will be responsible for the following:

- i) Advise MAB on effective strategies for implementation of the R&PP;
- ii) Advise the TPSC on short-, medium- and long-term improvement of the R&PP;
- iii) Receive implementation reports and give advice regarding the R&PP.

### ***3.1.9.3 College Management Team***

The management team will be responsible for the following:

- i) Advise the CEO on appropriate strategies of implementing the Policy;
- ii) Identify challenges facing implementation of the R&PP and resolve them; and
- iii) Propose to CEO areas for revision.

### ***3.1.9.4 TPSC Disciplinary Committee***

The Disciplinary Committee will be responsible for the following:

- i) Discuss and advise CEO on proper implementation of the R&PP; and
- ii) Propose to CEO remuneration for staff who are committed, ready, willing and able to provide support in implementation of the R&PP.

### ***3.1.9.5 Academic Board***

The Academic Board will be responsible for the following:

- i) Approve the R&PP;

- ii) Ensure that the awarding procedure, rules, regulations and principles are adhered to for all programmes, including the R&PP;
- iii) Approve TPSC professional awards; and
- iv) Propose to TPSC effective strategies for the implementation of the Policy.

#### ***3.1.9.6 Ministerial Advisory Board***

The Ministerial Advisory Board will be responsible for the following:

- i) Approve the R&PP and related appropriate amendments;
- ii) Ensure that quality R&PP is mainstreamed at all levels within the College; and
- iii) Approve structures/ mechanisms/ strategies that promote implementation of quality R&PP.

## CHAPTER FOUR

### POLICY MONITORING, REVIEW AND AMMENDMENTS

#### 4.1. Introduction

Maintenance of standards, improvements and future planning on research activities require robust Monitoring and evaluation undertakings. In a sense, to determine if the research activities of TPSCS are in good direction, whether progress and success can be claimed and the required improvements, requires effective monitoring and evaluation approaches. This chapter describes a monitoring and evaluation framework for research and publications at TPSC at two levels- at college level and campus levels.

#### 4.2. Institutional Level

- a) The Deputy Rector (ARC) responsible for research and publication has responsibility for the evaluation of the TPSC's Research and Publication performance. The DP-ARC will advise the Rector/CEO on TPSC's performance, its status with regard to research funding sources available (internal and external), opportunities for development and the impact and intensity of its research.
- b) The Department of Research and Publications will publish an annual list of staff who undertook research and made publications.

- c) The Department of Research and Publications through a research and publication committee will be improved to carry out the following M&E responsibilities:
- i. Ensure compliance to research ethical standards
  - ii. Approve research proposals that meet standards.
  - iii. Receive quarterly and annual reports from campuses
  - iv. Coordinate large-scale and multidisciplinary research projects
  - v. Conduct planned and incidental evaluations of research projects by staff
  - vi. Coordinate TPSC research conferences for research dissemination
  - vii. Coordinate publication of research outputs into journals and books
  - viii. Hold annual conferences where research reports will be disseminated
  - ix. Evaluation of research outputs for commercialization purposes
  - x. Establish Approval of Research Procedures: Internal procedures for approval control and monitoring of research projects provides the guiding framework for the approval control and monitoring of research process and outputs. In principle, all research proposals have to be subjected to research and publication committee approval process before being accepted for funding and subsequent research.
  - xi. Introduce a transparent mechanism for research performance measurement for individuals, and multidisciplinary research teams on an annual basis

and reward of research performance at individual, and research teams each year.

- xii. Institute a peer review system for research performed.

### **4.3. Campus level**

- a) The Campus Director will monitor and evaluate the performance of academic staff in accordance with TPSC research strategy, agenda and guidelines;
- b) Campuses will have research and publications committees to coordinate research and publication activities, receive and discuss research and publication matters and make recommendations to College Research and Publication Technical Committee for further deliberations;
- c) Receive quarterly and annual reports from departmental research and publications committees;
- d) Ensure implementation of the college research strategy and agenda;
- e) Ensure staff supply full and accurate details of their research outputs as required by their Head of Department to be supplied to Department of Research and Publication annually;
- f) Monitor knowledge generation in their respective fields; and
- g) Prepare and monitor implementation of research projects within the departmental research agenda.

### **4.4. Research Policy Review and Amendments**

Once every five years TPSC will review its research policy and priority areas as it is expected that these research areas provided in research agenda will be changing in order to cope with the government priority research areas as well.



**PART II:  
RESEARCH AGENDA**

## 1.1. Introduction

Tanzania Public Service College (TPSC) serves a vital role in Human Resources Training and Development of Public Service of Tanzania through training, applied research and consultancy. This is broadly reflected in vision, which seeks to achieve ‘an improved performance in the public service of Tanzania. The Research Agenda 2022-2026 is a time-bound companion document to the TPSC’s Research and Evaluation Framework and sets out the priority areas guiding its research activities for the next three years. It is intended as a guide to help TPSC academic staff and the broader research community identify areas of research that are in line with national and College priorities and will add enormous most value to the public service, for TPSC and PO-PSM&GG. and contribute to improved public service management of Tanzania.

The principal purpose of this Research e agenda is to provide an evidence-based body of knowledge to help decision-makers and practitioners in public service of Tanzania to support and assist the government to meet its objectives and achieve its aspirations as per broader vision of 2025. The agenda is also intended to encourage researchers to go for applied rather than pure research to help the public service draw more readily upon research findings and integrate their insights into policies and practices that aim to improve public service in Tanzania.

The inquiries presented in this document is not an exhaustive list, but rather a guide to TPSC’s current and immediate priorities in conducting research. The proposed research areas aim to enable rich their scope and to not unconsciously exclude emerging areas of public service research interest. Thus, this guide intends to look for researchers and other research stakeholders the research

sector to assist TPSC and the entire public service of Tanzania understand and find potential strategies to provide answers to current questions or and solutions to current and emerging challenges in public service of Tanzania. More so, the guide is also intended to help TPSC researchers and the entire public service innovate and incorporate new and emerging knowledge that encourages a 'learning' culture in public service.

The public service of Tanzania needs research-based evidence and insights that can inform and shape government policies and practice as well as enhance informed decision-making in the public service. While it is envisaged that TPSC academic staff will undertake most of research topics internally, some researches may be commissioned to independent external researchers or in partnership with TPSC staff. More importantly, TPSC is interested in forming partnerships with research institutions and other government agencies interested in advancing research and evaluation of knowledge across the themes within this document. However, if anyone is interested in conducting research in a complementary area, or if there are research questions not identified in the agenda that fit under one of its broad themes, researchers are encouraged to contact TPSC-Research Department for clarification and guidance.

### **1.1.1. Rationale for Research Agenda**

As provided in the background, research agenda is a time-bound plan for researches to be conducted in different defined fields. Categorically, there are those functions, which falls to either TPSC or PO PSM like recruitment, Training and Development (Induction, Performance Improvement Programmes. Public Service Examinations,) support services – Records management, Secretarial duties – customer focus, Results orientation culture, ethics and patriotism) performance management and its reward systems and motivation, succession planning as well as employee

benefits and termination benefits including retirement mentoring and coaching (retirement planning) these could be used to guide as kinds of research to undertaken. Careful analysis is needed to ascertain what goes well to praise and what goes wrong to analyze the cause and effect or to test for hypothesis and theories to find out if we walk the talk. Thus, the rationale of having a research agenda is to create a linkage among stakeholders, both internal and external, in addressing research questions of priority to public service needs intended for national development. TPSC under the parent ministry – President’s Office, Public Service Management and Good Governance (PO-PSM&GG) is obliged to carry out research and publications on issues that influence the conduct of the public service of Tanzania. In that respect, the researches to be conducted should be based on public service interest. This has necessitated the need for developing TPSC research agenda and thus ensure that all research and publication activities conducted by the TPSC staff and other stakeholders are guided with a well-defined research agenda. The next section provides research agenda by clusters.

## **1.2. Research Agenda by Clusters**

Regarding research agenda, TPSC needs to summarise structured research needs and priorities that have been identified by researchers that are likely to address public service of Tanzania challenges for improved performance. These clusters point out areas of relevance, priority and multidisciplinary advantage for articulation towards future ‘targeted’ purposes in investigation and innovation. The outcome of research from these clusters will enable TPSC and PO-PSM&GG at large to play its rightful role in Improved Public Service of Tanzania.

## **1.2.1. Public Service In-service Training**

### ***1.2.1.1. Purpose of this Cluster***

The aim of this cluster is to two-fold. On one hand it aims at preparing students trained at TPSC possess relevant occupational skills which match with the current professional demands of respective job positions in the public service in Tanzania. This is because available information from various workplace researches indicates that there is an astonishing mismatch between the skills that graduates from various technical institutions possess and the skills demanded in the labor market or world of work. On the other hand, the cluster aims at transforming public servants through quality and standardized training so as to upgrade their skills, knowledge, values and attitudes to improve their professional standards to match with the current expectations of the public service in Tanzania.

### ***1.2.1.2. Research Areas***

Tanzania Public Service College (TPSC) has identified the following as key areas of interest for Research and publication in areas of Public Service in Service Training:

- a) Quality and Relevance of curriculum development and implementation for long courses and Performance Improvement Programmes (PIPs);
- b) Improving access and retention in quality training in all training programmes;
- c) Tracer studies for TPSC graduates for long courses and participants of PIPs;
- d) Quality of Training methods and Models in all training programmes;
- e) Trainers' professionalism, professional development and profession efficacy;

- f) Effectiveness of field studies and attachments;
- g) Financing of training programmes.

### ***1.2.1.3. Key Players***

Key players under this cluster are TPSC staff and other stakeholders with research interest in Leadership, Management and Good Governance in Tanzania public service.

## **1.2.2. Leadership, Management and Good Governance**

### ***1.2.2.1. Purpose of this cluster***

Leadership, Management and Good Governance in public sector of Tanzania is very important for effective public service provisions. It entails much on how it influences job performance, employee satisfaction and more broadly, on how government and public agencies perform. More so, these three aspects have come to be a fulcrum of good governance including good planning, execution and efficiency, transparency, and accountability. It is through leadership, management and good governance where formulation, development, and implementation of public policy initiatives geared toward that need in the public sector. While the recent and ongoing public reforms have identified the quest for leadership, management and good governance, which plays an important role in the development of any organization, no organization can work efficiently without effective leadership, management and good governance. Therefore, while these three aspects are considered for effective performance in public service, development of the same can not only be considered through trainings conducted by colleges including TPSC but also carrying out research would be an important endeavor to enhance performance in the public service.

### **1.2.2.2. Research Areas**

Tanzania Public Service College (TPSC) has identified the following as key areas of interest for Research and publication in areas of Leadership, management and Good Governance:

- a) Styles of Leadership and employee satisfaction
- b) Linkage of leadership theories to performance in public service
- c) Culture and Gender Differences in Leadership
- d) Leadership and Organizational Culture
- e) Change Management and Leadership in the wake of COVID-19
- f) Leadership, Sustainability, and the Climate Crisis
- g) Digital Transformations and Leadership
- h) Good governance and its influence on public service performance
- i) Leadership and Management in public service of Tanzania
- j) Leadership and its impact on management
- k) Management and its effect on organizational efficiency
- l) Leadership and Management Competencies
- m) Applicability of Leadership Theories
- n) The Roles of Leadership in evidence-based Management-Review of Various sectors
- o) Transformational and Charismatic Leadership
- p) Impact of Leadership and Management in R&D in public service
- q) Leadership recruitment procedures in the public service

### ***1.2.2.3. Key Players***

Key players under this cluster are TPSC staff and other stakeholders with research interest in Leadership, Management and Good Governance in Tanzania public service.

## **1.2.3. Human Resources Management and Development**

### ***1.2.3.1. Purpose of this cluster***

President's Office Public Service Management and Good Governance is tasked among other functions with the duty to ensure the public service of Tanzania has human resources with proper competences. Among the functions is recruitment, placement, promotion and development. As an arm to PO-PSM&GF, TPSC can have much contribution to Human Resources Development (HRD) of the public service of Tanzania. HRD has the propensity to improve the growth of employees in terms of skills development, knowledge development and attitudes maintenance, and thus make them more competent. More so, HRD improves commitment, increases workers satisfaction, workers efficiency, improves communication, cooperation and creativity among many other benefits. Therefore, the purpose of this cluster is to research on different aspects of human resources management and development, which are considered important for efficient and effective public servants in service delivery.

### ***1.2.3.2. Research areas***

Tanzania Public Service College (TPSC) has identified the following as key areas of interest for Research and publication in areas of Human Resources Management and Development:

- a) Issues in human resources development
- b) Conflict management in public service
- c) Professional improvement in public service



- d) Public service reforms and change management in public service
- e) Human capital strategies and human factor management
- f) HR Training and development in public service
- g) Performance management systems
- h) Public service ethics and good governance
- i) Burn-out prevention and recovery in organizational workgroups
- j) Coaching for commitment and compliance training
- k) Critical thinking skills and crisis prevention systems
- l) Human resource ethics and organizational performance
- m) Human resources management systems

### ***1.2.3.3. Key Players***

Key players under this cluster are TPSC staff and other stakeholders with research interest in Human Resources Management in Tanzania public service.

## **1.2.4. Records, Archives and Information Management**

### ***1.2.4.1. Purpose of this cluster***

Proper records management ensures that information is available when and where it is needed, in an organized efficient manner, and in an appropriate environment. While the importance of records management might not be obvious to everyone, its impact on the ability of an organization to function effectively is indisputable. It is only through the operation of a well-run records management systems and procedures that an organization retains control of its institution, which allows an organization, either public or private, to conduct business.

Records Management is more than retention, storage, and disposition of records. It entails all records keeping requirements and policies that allow an organization to establish and maintain control over information flow and administrative operations. On other hand, the establishment of electronic –filing management system aiming at automating the process of receiving, dispatching, distributing, and tracking of documents (files and letter) within the Institution. With this system, the movements of files and letters becomes seamless and there is more accountability and transparency in the handling of documents. Through this system, each action taken on files is recorded electronically, it simplifies sharing of information and timely decision making as all the required information would be available at a single point. In fulfillment of the above agenda, among comprehensive and focused training there should be researches undertaken to improve practicability of systems, operations and work flow that would enhance proper and timely accountability and good governance.

#### ***1.2.4.2. Research Areas***

Tanzania Public Service College (TPSC) has identified the following as key areas of interest for Research and publication in areas of Records, Archives and Information Management;

- a) Analysis of ideal records management in the business processes
- b) Automation of Records Management Business processes
- c) Integrated Records Management Systems
- d) Database Management
- e) Best practices in information and records management.
- f) Availability and use of research in archival administration, information and records management;

- g) Adoption of sound principles and standards for the management, preservation and administration of information and records;
- h) Promotion and efficacy of education and training of archivists, records information managers, users, and custodians of public and private records;
- i) Professionalism in records and information management.
- j) Best practices on office correspondences.

### ***1.2.4.3. Key Players***

Key players under this cluster are Professionals in the Public, Private Sectors, TPSC Academic staff and other Stakeholders with research interest in Records, Archives and Information Management.

## **1.2.5. Public Finance Management**

### ***1.2.5.1. Purpose of this Cluster***

Different laws and regulations (FINANCE ACT of 2002) for effective concern of public service guide public finance in Tanzania public service. Financial management is the fulcrum for the survival of public service from tax collection and the accounting of the spent finances. Various CAG reports have indicated that, MDAs and Local Government Authorities (LGAs) have not been free from financial mismanagement. There are problems in proper identification of sources of funds for collection, and failure to properly manage the generated income. Managing finances is a very important business aspect of today. Financial planning helps in deciding what to spend, when to spend it, how to spend and how much to spend according to the funds available. The purpose of this cluster is to provide areas for research in order to establish the causes of inadequate financial management while there are rules and regulations that guide management of finances in Tanzania public service.

### **1.2.5.2. Research Areas**

Tanzania Public Service College (TPSC) has identified the following as key areas of interest for Research and publication in areas of Public Finance Management:

- a) Financial planning and practices in public service both in central and local government
- b) Comparative financial management between central and local government
- c) Tax management in Tanzania.
- d) Planning for sustainable income generation and management of funds
- e) Accountability in the management of public finance
- f) Good governance in managing public funds
- g) Investment opportunities and business growth in public service
- h) Competitive business environments and strategies
- i) Support strategies for low-income business ventures
- j) Comparative approaches on financial resources management
- k) Financial projections and performance
- l) Policies, regulations and financial re-engineering.
- m) Financial auditing in the public service.
- n) Financial risk management.

### **1.2.5.3. Key Players**

Key players under this cluster are TPSC staff and other stakeholders with research interest in Public Finance Management of Tanzania.

## **1.2.6. Local Governance**

### ***1.2.6.1. Purpose of this cluster***

The overall aim of this cluster is to encourage research in order to document effects and prospects resulting from Local Government Reform Programmes (LGRP), undertaken from 1990s to present. From its inception, the essence of LGRP was to transfer duties and financial resources from the central to local government levels in order to improve service delivery in health, education, water supply, and transportation infrastructure. All of these will depend on the quality of local governance in different aspects but more precisely on financial management. Therefore, to which this transformation has brought about desired outcome, requires research in order to provide informed knowledge for policy reviews if necessary.

### ***1.2.6.2. Research Areas***

Tanzania Public Service College (TPSC) has identified the following as key areas of interest for Research and publication in areas of Local Governance:

- a) Governance: local autonomy and citizen participation.
- b) Finances and financial management: accountability, efficiency and local resource mobilisation.
- c) Projects management in local government.
- d) Service delivery and poverty alleviation: Success and Operational Constraints.

### ***1.2.6.3. Key Players***

Key players under this cluster are TPSC staff and other stakeholders with research interest in Local Governance in Tanzania.

## **1.2.7. Information and Communication Technology (ICT)**

### ***1.2.7.1. Purpose of this cluster***

The pace for Information and Communication Technologies (ICT) use in public service of Tanzania is unprecedented. The government has from time-to-time developed ICT laws, policies and regulations to guide its implementation. More so, the government has consistently developed ICT infrastructure for improving public service delivery, which has inevitably brought about tremendous impact on public service performance. ICT in various functions of public service of Tanzania is a vehicle for performance in various areas. They include public procurement, public finance, tax management, human resources management, and case management in courts, only to mention a few. This is the indication that ICT is an indispensable facility for immediate access to the right information at the right time in order to improve public service delivery. While there are tremendous benefits related to the use of ICT, the adoption, appropriation and use of ICT remain a challenge in many MDAs specifically inadequate of information security and data management. Therefore, the purpose of having this cluster is to research on the efficacy of adoption, appropriation and use of ICT in public service of Tanzania especially during this era of information explosion.

### ***1.2.7.2. Research Areas***

Tanzania Public Service College (TPSC) has identified the following as key areas of interest for Research and publication in areas of Information and Communication Technology (ICT):

- a) Developing ICT infrastructures and services;
- b) e-Procurement,
- c) ICT for Development;
- d) e-Case management in courts;
- e) e-Payment Systems;

- f) ICT, and cooperate governance;
- g) Human Resource Information Management Systems (HRIS)
- h) Ethics and Information behavior and policies;
- i) Knowledge management and socio-economic development;
- j) Networking of services, applications and security;
- k) e-learning facilities and services;
- l) Data sciences, repositories and preservation of contents; and
- m) e-Records and archives management
- n) Integration of ICT in improving public service management.

### ***1.2.7.3. Key Players***

Key players under this cluster are TPSC staff and other stakeholders with research interest in Information and Communication Technology (ICT) in public service of Tanzania.

## **1.2.8. Procurement and Supply Management in Public Service**

### ***1.2.8.1. Purpose of this Cluster***

Procurement and supply management in public service remains as an important function, which needs to be carried out with serious note. This is why the government has instituted different mechanisms by way of Public Procurement Acts and their regulations. However, despite having the Acts and regulations, various CAG reports reveal that, there are various performance gaps such as unethical/unprofessional conducts, bureaucratic procedures, misuse of funds, poor legal compliance, frauds and corruption. The CAG reports have indicated inadequate tendering processes, misappropriation of funds and other irregularities. These problems arouse the need to carry out research studies on procurement processes in order to identify the causes and come

up with solutions for policy reviews and ultimate procurement improvement.

### **1.2.8.2. Research Areas**

Tanzania Public Service College (TPSC) has identified the following as key areas of interest for Research and publication in Procurement and Supply Management in Public Service:

- a) Procurement of service, projects, goods and consultancy in public service;
- b) Procurement in local government authorities;
- c) Asset and Inventory Management;
- d) Public procurement strategies and practices;
- e) Ethical issues in public procurement;
- f) E-procurement;
- g) Green procurement and industrialization;
- h) Procurement for public vis a vis private entity;
- i) Strategic procurement;
- j) Current developments in public procurement;
- k) Corruption in the public procurement in the public institutions.

### **1.2.8.3. Key Players**

Key players under this cluster are TPSC staff and other stakeholders with research interest in Public Procurement and Supplies Management in public service of Tanzania.

## **1.2.9. Cross-cutting Issues**

### **1.2.9.1. Purpose of this Cluster**

The practice by the government of Tanzania and all its MDAs has been the consideration of crosscutting issues in budgeting



processes every year. To this end, cross cutting issues have been given more interest as they are crucial to effective public service performance. Therefore, issues like gender and equality in public service, issues of corruption and good governance, issues of HIV and other non-communicable diseases have been considered. All of these are seen to impact on the performance in all aspects of public service of Tanzania. Cross cutting issues are such diverse that the possibility of addressing them fully need a concerted effort, which may be augmented by research undertakings by TPSC.

### **1.2.9.2. Research Areas**

Tanzania Public Service College (TPSC) has identified the following as key crosscutting areas of interest for Research and publication in Procurement and Supply Management in Public Service:

- a) HIV and the public service performance;
- b) Gender and public service performance;
- c) Gender and leadership in Tanzania public service;
- d) Gender and financial inclusion in public service;
- e) Public Service and climate change;
- f) Ethics and Morality;
- g) Corruption;
- h) Disaster Management in Public Service;
- i) Cultural issues and Leadership.

### **1.2.9.3. Key Players**

Key players under this cluster are TPSC staff and other stakeholders with research interest in Various Cross Cutting Issues Management in Tanzania public service.

## 1.3. General Guidelines on Research Approach

### 1.3.1. Introduction

Every researcher subscribes to the idea that research – as clearly opposed to a mere “search” – is a process of scientific (scholarly) investigation or enquiry into a matter. In this case, it is a process involved in the search for understanding of public service manifestations as well as a process involved in the provision of new knowledge for improved performance. At TPSC, research involves application of findings of the scientific inquiry to any situation through social research methods and procedures for the purpose of solving public service problems. Based on this observation, research at TPSC will be characterized by four principal components in research process:

- a) Theories - inter-related explanations of how different aspects of public service work;
- b) Hypotheses - propositions about public service which need if necessary, testing, proof/verification or otherwise use ‘research questions’ in qualitative approach which mostly characterize public service research;
- c) Need for data – that explain the reality; a need that would have to be followed by selection and adoption of data gathering methods; and
- d) Empirical generalisations.

However, the approach one adopts will depend on the type of research one is conducting be it original/basic research or towards applied research. TPSC encourages its researcher to go for applied research.

### **1.3.2. Inter-disciplinarity/Cross-disciplinarity**

Experienced researchers agree and acknowledge the importance of gathering data and generate results from the context of viewpoints from many disciplines other than from a single discipline. Two or more disciplines working together are more likely to offer more, wider, complementary and more interpretive perspectives than only one discipline. Therefore, TPSC researchers are encouraged to work in research milieus that offer possibilities of inter-disciplinary and/or cross-disciplinary approaches to issues at stake in public service of Tanzania.

### **1.3.3. Field Research Approach**

#### ***1.3.3.1. Data Collection Methods***

The choice of data collecting methods to use is wide, however, adopting a particular method will depend on the original orientation or general approach. While research in public service is based more on social-science discipline, the following are the methods of research (data-collection or data-gathering methods or techniques) that will be adopted. However, not all methods should be adopted but adopting a combination of them will be highly encouraged. Therefore, here is a wide choice of approaches, methods and techniques for the intending researcher to choose from.

#### **(a) Survey Methods**

These are methods used largely in social contexts in particular in the public service.

- i) Exploratory survey: which might be a longitudinal survey a cross-sectional survey;
- ii) Observation: which might be participant observation or non-participant observation;

- iii) Structured observation *or* non-structured observation and focus group discussion;
- iv) Interview: standardised *or* unstandardised; structured *or* unstructured; and
- v) Documentation: Archival *or* library.

Therefore, the research instruments or tools used in such methods are many and varied. They include observation-interview schedule (interview), questionnaire (survey interview), or some combination of or refinements from the above-mentioned instruments.

## **(b) Case Study Methods**

A case study is, by definition, a qualitative research approach that excels in situations of a complex or tantalizing issue in need of multiple forms of enquiry and often with multidisciplinary insights in order to arrive at a fairly deep understanding of its nature or its relationships. Such an approach helps also to extend experience or add strength to what is already known, or else verify what has previously not been ascertained. A case study research method has been otherwise defined as: An empirical enquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and when multiple sources of evidence are used (Yin,2014).

Case study uses *multiple methods* and strategies in order to generate information on a particular contemporary phenomenon or issue in its real-life context. They include observation, interview with different sets of subjects, experimentation, and documentary review. Thus, the research undertaken through one or a combination of the

methods enumerated above will meet the indicators of a scientific study, namely:

- i) Systematisation [systematic procedure];
- ii) Empiricism (achievable through use of any or a combination of five human senses, namely sight, smell, taste, touch and hearing);
- iii) Objectivity;
- iv) Validity; and
- v) Reliability

### ***1.3.3.2. Research Report Writing***

While conducting research, ultimately one will need to write a research report. The following structure is expected in research reports.

#### **(a) Introduction**

- i) Background (to the problem)
- ii) Statements of Research Problem
- iii) Purpose of the Study (and Specific Objectives)
- iv) Significance of the Study

#### **(b) Review of Relevant Literature**

#### **(c) Methodology**

- Area of study selected (and why)
- Study population
- Sample selected, sampling frame and sampling approach and techniques
- Data gathering methods, with each of the selected methods indicating:
  - ✓ The rationale (i.e., why it was selected/used);

- ✓ The specific question it was designed to ask;
- ✓ Exactly how it was used;
- ✓ Comments on difficulties experienced, especially those that might have affected the results; and
- ✓ The data obtained.

**(d) Analysis/Results/Interpretation**

**(E) Conclusions/Implications/Recommendations**

## **1.4. General Guidelines on Research Ethics**

The aim of the guidelines is to promote awareness of ethical principles and issues in conduct of research at TPSC. The guidelines on research ethics apply to all members of staff involved in research in one way or another. These guidelines as indicated below, equally apply to those outside TPSC but would wish to collaborate with TPSC in research undertakings.

### **1.4.1. Intellectual Property Rights**

While research collaboration is recommended within TPSC, collaborating with external researchers should draw contract agreements detailing:

- a) How intellectual property matters shall be dealt with,
- b) Anticipated benefits and risks that may be shared,
- c) Contribution of each researcher,
- d) How benefits and risks shall be shared between researchers, sponsors and society, and
- e) The methods of dissemination of research results including publication

### **1.4.2. The Duty of Honesty and Integrity**

TPSC researchers are expected to maintain highest standards of honesty and integrity. Any form of research dishonesty, including but not limited to the following shall be treated as a serious offence and are bound to be penalized as per guideline developed by College Research and Publication Technical Committee:

- a) Falsification of data: This is an act of manipulating research materials, equipment or processes, or changing or omitting data or results such that the research is not trustfully represented in the research record;
- b) Plagiarism: This refers to the appropriation of another person's ideas, processes, results, or words without giving appropriate credit;
- c) Fabrication of data: cooking of data, the falsification of data, information, or citations in any formal academic exercise;
- d) Non-declaration of conflict of interest;
- e) Any other form of dishonesty in research that lands TPSC into disrepute.

### **1.4.3. Confidentiality**

Researchers are obliged to keep sensitive data sets confidential before publication. When the research results are in the public domain, the data should be available to other researchers and interested parties. In no way do the requirements for data availability override the right to confidentiality and privacy of individuals who are the subjects of research.

### **1.4.4. Capacity Building**

Whenever possible, proposal writing should incorporate an aspect of mentoring and capacity building for younger team members. Strategies for capacity building should include:

- a) Early involvement of the younger team members in the design development and implementation process;
- b) Exchange of knowledge and skills transfer between senior and younger team members; and
- c) Support for education, information technology to researchers.

#### **1.4.5. Citation and References**

There should be proper acknowledgement and citation of sources. The recommended Reference style is APA

#### **1.4.6. Consent**

Researchers must make sure that participants understand and thereby agree to take part in the research voluntarily without any element of coercion, inducement or pressure. In the process, the informed consent of the prospective research subject must be obtained.

### **1.5. General Expectations**

There are possible expectations from the agenda for research as prescribed in this document and could be upheld by TPSC and the whole public service of Tanzania. Below, the proposed clusters create a number of expectations as summarised below:

#### **1.5.1. Renewed Hopes for the Results of Research Work**

A country like Tanzania which has for a long time committed itself to ensure there is development of its people by having in place an efficient and effective public service, the question as to whether research can serve as a vehicle to generation of knowledge, insights and skills in the process of national development is no longer an issue to doubt. Currently, many governments officials realise the importance of research in improving public service.



Many have come to realise that information generated out of research is more powerful in the process of policy changes and policy development. There is a realization that there are lots of advantages that accrue from research. One clear advantage is the power and authority that go with well-documented and well-stored research results – in form of a copyrighted journal article or research bulletin, research reports and a book. More so, researches have their value as intellectual assets for country development and policy change in public service.

### **1.5.2. Direct Contributions to improved public service**

Research-based insights and outcomes increase the reliability of decision-making and policy options for action in public service. Moreover, those which rely on multi-disciplinary insights and collaboration stands a much bigger chance of resulting in more reliable and more valid results which, in turn, give decision-makers and policy makers a much wider basis for selection or even prioritising options for action for the future. Today, the trust in research-based decision making and policy review/development is getting much credence in public service of Tanzania. This might be attributed to ongoing public service reforms which in one way or another has, through public service management and employment policy of 1999 and the public service act of 2002 and its regulations of 2003 which requires public service to employ and promote following the set down criteria. Thus, most of public servants getting into the “corridors of power” are products of universities and of postgraduate research programmes. These products do appreciate the need for research-based decision-making.

### **1.5.3. Scientificity of Policy and Practice**

Closely related to the point above, is the reality that, because of the multi-disciplinarity of the research approach and of the

research results, the scientific conclusions and recommendations of research in any particular case is boosted. Along with this the predictability and/or anticipation of future possibilities is heightened. With this there is a possibility of pre-planning for future scenarios.

#### **1.5.4. Optimal Sharing of Research Information**

A multidisciplinary research process involves more than one researcher as either an investigator or as a beneficiary of research results. Therefore, at any given moment in a multidisciplinary research process, informational data accrue to more than one person, just as conclusions made from the research results emanate from more than one lone researcher. There is therefore sharing of information, which, by this very nature, cannot and will not be confined to individual personal or private custodianship. This is an advantage in itself, since multidisciplinary research is aimed at maximising usability of research results for optimal benefits to public service.

#### **1.5.5. Social Change**

Here social change refers to an overall situation indicative of overall qualitative changes in performance of public service and its outcome in socio-economic performance of citizens, their cultural behaviour patterns and their lifestyle. As such, the research proposed here are geared to provide insights on how public service provisions could be improved for the betterment of the citizens of Tanzania. Historically, research have indicated that, they help improve performance in public service.

**PART III:  
TPSC RESEARCH AND  
PUBLICATION STRATEGY**

# TPSC RESEARCH AND PUBLICATION STRATEGY

## 1.1. Introduction

TPSC envisage to strengthen its research and publications mandate. As a result, there is a need to rapidly enhance its research culture, fostering institutional staff development and support as well as a committing adequate resources both financial and human.

In lieu of the above objective, revamping **TPSC-JOURNAL OF PUBLIC SECTOR MANAGEMENT** is paramount. Revamping the journal requires mobilized knowledge, skills and abilities of carrying out research and publication among staff.

## 1.2. TPSC Research Strategy

To ensure this goal is achieved, the following strategies will be undertaken:

**1. Developing the research capability of staff (Applied Research).** This strategy is intended to support the development of the research capability of staff at TPSC. This may include:

- Launching a professional development seminar series for faculty on issues related to becoming research active, on how to expand research output and research funding opportunities.
- Expand library collection to include research support titles, available in print and online format.
- Provide for branded research guides for staff.

- Strengthen leadership and governance capacity of research and Publications
  - Increase funding for undertaking research and professional development related activities.
  - Boost institutional research output by recruiting campaign targeting staff with renown excellent research track records.
- 2. Developing the state-of-the-art research systems to support the development and showcasing of high-quality institutional research. The following five strategies will apply:**
- **Research Strategy:** to have an institutional research strategy with measurable objectives.
  - **Working Group:** a dedicated Research Working Group which may include HoDs, TPSC management, Managers etc. will be established. The roles of the working group will include:
    - ✓ Implementation of the institutional research strategy;
    - ✓ Promotion of research culture; identification of relevant, demand driven, context specific and development needs responsive research areas;
    - ✓ Development of realistic and effective research plans;
    - ✓ Overseeing the expansion of TPSC research infrastructure;
    - ✓ Forging linkages with other research institutions, the public and private sectors in order to strengthen the demand orientation of research by staff of TPSC;
    - ✓ Guide capacity development for staff to develop fundable research proposals and identify sources of research funding;

- ✓ Keeping abreast of national development trajectories on research for development results; ensuring compliance with TPSC research ethics as provided for in the research and publication policy, etc.
  - **Institutional Repository:** TPSC research reports will be on an open access basis. This will enhance:
    - ✓ More exposure to researchers' work
    - ✓ Increased citation of researchers' publications
    - ✓ Persistent access to research content
    - ✓ Preservation of research output
    - ✓ Access to staff research by students and the public
  - **Institutional Journal:** TPSC will publish a bi-annual journal. This strategy will stimulate increased research activities for development results culture among staff. Thus, there is need to have qualified editorial board that will guide the work of the Research and Publications Committee on the journal. The Journal will also have a double-blind review methodology sourcing of high-quality peer reviewers from across the disciplines and sector specializations. High standards of quality assurance will guide the review and acceptance of papers for publication. The terms of reference for the Board are indicated in the Annex to this strategy.
  - **Strengthen Linkages Between Research and Teaching.** This Strategy calls for an intensification of synergy between research and teaching activities at the TPSC.
- 3. Expanding institutional research output through the strategic staff development, recruitment and retention of highly-qualified staff. This goal encompasses the following five priorities.**

**Talent Acquisition:** TPSC will conduct targeted recruitment in order to secure experienced staff with renown track record in research.

**Identification of Emergent Research Areas:** in developing the research agenda, TPSC will identify emergent research areas in public service with the goal of promoting a culture of research for development results.

**TPSC Research Skills Training:** TPSC will Implement a research skills training programme for staff involving internal and external guest speakers in areas such as:

- ✓ Planning and managing the research
- ✓ Dimensions of quality research
- ✓ Research for evidence informed policy making
- ✓ Research pathways (discipline related research, pedagogical research etc.)
- ✓ Research data management
- ✓ Integrating research into teaching practice
- ✓ Knowledge transfer/commercialization of research etc.

**Further Study:** This strategy entails professional development and scholarly activity in order to increase the number of staff with PhD qualifications in anticipation of increased TPSC research output and the relevance and application of research results to national and regional development needs.

**Recognition:** This strategy entails promotion and career advancement emanating from research undertaking. This strategy may also entail providing research scholarships to staff to undertake research.

**4. Forging dynamic linkages and collaboration with academic institutions, public and private sector organizations, regional research organizations and development partners to advance institutional research capacity, output and funding. To support this goal, the following two priorities will be undertaken.**

- **Forging of Research Networks:** The TPSC will encourage its Lecturers to engage in cross-institutional research involving other research institutions at departmental, national and international levels.
- **Research Funding:** TPSC will scope research-funding opportunities from national, regional and international research support institutions.

**5. Promoting the visibility of institutional research, monitoring and ensuring its impact nationally and internationally. To support this goal, the following two objectives will be pursued.**

**Visibility:** TPSC will promote the research output via not only print profiles but also online profiles. This approach will provide wide the academic caliber of TPSC and create awareness of its research output. Visibility can also be attained by conducting annual research workshops.

**Knowledge Transfer:** Information on knowledge transfer and the commercialization of research will be incorporated into TPSC Research Skills Training in order to raise awareness of the opportunities that can arise by undertaking development focused research.



### **1.3. Conclusion**

As TPSC grows and expands, knowledge development through research and publication needs to be given eminence as central to the College's core operations. TPSC's research strategy will increase the College's capacity to fulfill its mandates and focus on new goals, which will make it closely, connected to the wider research communities of practice and ensure its academic profile grows as it goes.



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