Performance management is basically concerned with performance improvement in order to achieve the organization's objectives and strategic goals. It is a means of getting better results from the organizational teams and individuals by understanding and measuring performance within an agreed framework of goals, standards and competence requirements. Performance management is also concerned with employee development. In addition, performance management is concerned with satisfying the needs and expectations of all the organization's stakeholders and indeed the public in its entirety.

Tanzania’s Public Service Reform Programme (PSRP) which is implemented in the Ministries, independent Departments and Agencies (MDA) as well as the public sector in its entirety, is used by the government in order to improve the MDAs’ service delivery, policy management and regulatory functions through a more vigorous and rigorous Public Service. The Performance Management System (PMS) in Tanzania is geared at improving the efficiency and effectiveness in public service delivery, consequently ensuring value for money.

Effective performance management requires systems, including clear processes and procedures. Moreover, it presupposes an enabling institutional and legal framework as well as identification of the Key Performance Areas (KPAs).

Different approaches to performance management exist. In Tanzania a Result Based Management (RBM) was introduced using a home grown rubric referred to as Performance Improvement Model (PIM). This is an integrated approach to performance management with interlinked four stage processes and nine elements. This approach, among other things, requires all public service institutions to plan, implement, monitor, evaluate, and report on performance, and finally carry out

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1 This information represents an excerpt from “Performance Management in the Tanzania Public Service” by Dr. Benson A. Bana. The full article can be downloaded [here](#).
performance reviews. From the year 2000 to 2006 PIM was installed in all Ministries, independent Departments, Executive Agencies and Regional Secretariats.

The Tanzanian Public Service introduced a number of processes, tools and mechanisms in order to facilitate the institutionalization of a performance management system. The specific tools for performance management include strategic and operational planning, client service charters, service delivery surveys, self-assessment programmes, performance budgets, the introduction of Open Performance Review and Appraisal System (OPRAS) and comprehensive Monitoring and Evaluation (M&E) system.

Tanzania has made significant achievement in recognizing the need to ensure that performance in the public service institutions is monitored and evaluated by using a number of management tools and installing them in all MDAs. Much as installation of the performance management tools is important, it is also imperative to ensure that the performance management systems is continuously institutionalized in the public service in order to pave the way for creating and attaining a performance culture in the entire public service.

A performance management culture cannot be created by chance or by revolutionary means. This culture must be created evolutionary by putting into place a supportive incentive regime, including strategies to counsel and develop the poor-performers as well as rewarding tangibly and non-tangibly the good performers in the public service. The performance management tools should serve as means to good performance; hence they should not become ends in themselves.

Effective performance management requires the institutional and legal frameworks. However, the legislation is a necessary but not sufficient condition for institutionalizing the tools for managing performance. Both the hard (laws) and soft measures, including counseling and training are required to enforce compliance with performance management requirements.