

MANAGEMENT MATTERS / SUALA LA USIMAMIZI

Ripoti ya Viwanda 2014
MANUFACTURING REPORT 2014

The background of the lower half of the page is a dark blue gradient. It features a complex pattern of light blue and white geometric shapes, including squares and rectangles, arranged in a way that creates a sense of depth and movement. There are also several bright, diagonal streaks of light that sweep across the page, adding to the dynamic feel of the design.



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LETTER TO THE MANAGERS / BARUA KWA MAMENEJA

Dear Manager,

We would like to extend our sincerest gratitude for taking the time to help us with this important research project.

Tungependa kuwapa shukrani zetu kwa kuchukua muda wa kutusaidia na mradi huu muhimu wa utafiti.

The management research project is an international research initiative to explore differences in management practices across organizations and countries. Based at the Centre for Economic Performance at the London School of Economics (LSE) in the UK, the project is a joint initiative from researchers based at the LSE, Stanford University and the Harvard Business School, and endorsed by several national Central Banks, Finance Ministries and Employers Federations around the world. Major international organizations, including the World Bank and the Inter-American Bank of Development also endorse this project. Since 2004 we have collected in-depth interviews with over 15,000 managers in more than 33 countries across four sectors (manufacturing, retail, healthcare and education).

Mradi huu wa utafiti wa usimamizi ni utafiti wa kimataifa, kwa lengo la kuchunguza tofauti katika mazoea ya usimamizi kwenye mashirika na nchi. Katika Kituo cha utendaji wa kiuchumi, kwenye Chuo kikuu cha uchumi ya London (LSE) Uingereza, mradi huu ni muungano wa watafiti kutoka vyuo vikuu kama, LSE, Chuo Kikuu cha Stanford na Harvard, na umewezeshwa na kuidhinishwa na Benki Kuu la kitaifa, Wizara ya Fedha na shirikisho la Waajiri duniani kote. Mashirika makubwa ya kimataifa, ikiwapo miongoni mwao, Benki kuu la Dunia na Benki inayojihusisha na maendeleo, yani Inter-American Bank of Development yamewezesha kuidhinisha mradi huu. Tangu 2004 tumekusanya mahojiano ya kina na zaidi ya mameneja 15,000 kutoka nchi zaidi ya 33 katika sekta nne (viwanda, rejareja, huduma za afya na elimu).

Rest assured that all collected information is completely confidential. No names of companies or managers are ever mentioned or published, only aggregate results. Your responses are guarded by strict research confidentiality rules from the Research Ethics Boards of the three major universities cited above. Furthermore, no company financial figures are discussed in our interviews, only management practices and organizational structures.

Tungependa kuwahakikishia kwa mara nyingine tena kwamba, taarifa zote zilizokusanywa ni siri kabisa. Hakuna majina ya makampuni au mameneja zitatajwa au kuchapishwa, ila matokeo tu kwa jumla. Majibu yenyu yanalindwa na sheria kali ya usiri wa utafiti kutoka Maadili ya Bodi ya Utafiti za vyuo vikuu hizo tatu tulizotaja hapo awali. Zaidi ya hapo, hakuna takwimu za fedha ya kampuni yeyote zilijadiliwa katika mahojiano yetu, ila mazoea ya usimamizi tu na miundo ya shirika.

We hope you will enjoy reading this report and thank you again for your time and valuable contribution to this project.

Tunatarajia kuwa mtafurahia kusoma ripoti hii na tunawashukuru tena kwa muda na mchango wenyu wa thamani kwenye mradi huu.

We very much welcome feedback about the research, and look forward to hearing back from you and keeping in touch. Please send your comments and suggestions to cep.managementproject@lse.ac.uk.

Twakaribisha maoni kuhusu utafiti huu, au pia tu kusikia kutoka kwenyu. Tafadhali tuma maoni yako na mapendekezo kwa cep.managementproject@lse.ac.uk.

Best regards

Research Team (Timu ya Utafiti)
Centre for Economic Performance
London School of Economics

INTRODUCTION TO THE PROJECT / KUANZISHWA WA MRADI

The World Management Survey is a joint research project by academics at the London School of Economics (LSE), Stanford University, Harvard Business School, Oxford University and Cambridge University which looks at management practices within firms and how these affect productivity. There are large differences in organizational performance within and across sectors and regions, which research has thus far been unable to explain taking into account only the usual labour, capital and material inputs.

World Management Survey ni mradi wa utafiti, wa muungano wa wasomi kutoka Chuo kikuu cha uchumi cha London (LSE), Chuo Kikuu cha Stanford, Chuo Kikuu cha Harvard, Chuo Kikuu cha Oxford na Chuo Kikuu cha Cambridge, ambayo inajihusisha na mazoea ya usimamizi ndani ya makampuni na jinsi haya huathiri tija. Kuna tofauti kubwa katika utendaji wa mashirika kwenye masekta na mikoa zilizoko, ambazo utafiti hivi sasa imekuwa haiezi kueleza kwa kuzingatia tu wafanyakazi, mitaji na vifaa pembejeo.

Traditionally, a portion of this unexplained differential has been ascribed to different levels of the quality of management across firms. However, there was no dataset of systematic and comparable quantitative data on firm-level management practices: until now. The *raison d'être* of the World Management Survey is to fill this gap. Since 2001 we have conducted over 13,000 interviews in 33 countries in North and South America, Oceania, Europe, Asia and Africa, in what is the first large-scale international management dataset to explore whether management can, in fact, help explain this productivity gap.

Jadi, sehemu ya tofauti hii isioeleweka imekuwa ikihesabiwa kwa ngazi mbalimbali za ubora wa usimamizi katika makampuni. Hata hivyo, kulikuwa hakuna utaratibu au takwimu za upimaji za kulinganisha mazoea ya usimamizi wa kampuni: mpaka sasa. Kisa na sababu ya *World Management Survey* kutaka kujaza hilo pengo. Tangu mwaka 2001 tumefanya zaidi ya mahojiano 13,000 katika nchi 33 kama Amerika ya Kusini na Kaskazini, Oceania, Ulaya, Asia na Afrika, utafiti mkubwa na ya kwanza ya aina hii na isitoshe ya kimataifa. Utafiti huu umewezesha kukusanya takwimu ya kusaidia katika kuchunguza kama usimamizi unaweza, kwa kweli, kusaidia kueleza pengo hilo la tija.

We find that that management practices vary greatly across both firms and countries, and that these practices are strongly linked to firm and national performance. Key factors associated with good management are competitive markets, multinational status, employee skills, and ownership and control, all of which are outlined in more detail below.

Tunaona kwamba mazoea ya usimamizi hutofautiana sana, sio tu katika makampuni tofauti bali pia baina ya nchi tofauti, na kwamba vitendo hivi vinaambatana na utendaji wa kampuni na hali ya taifa. Viashiria muhimu yanayohusiana na usimamizi mzuri ni masoko ya ushindani, hali ya kimataifa, ujuzi wa wafanyakazi, umiliki na udhibiti, zote ambazo zimelainishwa kwa undani zaidi hapo chini.

The data we have collected so far is not only helpful to company managers and business owners, it has also been used in several academic papers, as well as in numerous policy reports aimed at informing public policy, helping stakeholders understand how the adoption and implementation of modern management practices drives productivity and innovation.

Data tulizokusanywa hadi sasa hazisaidii tu mameneja wa kampuni au wamiliki wa biashara, pia imekuwa ikitumika katika magazeti kadhaa ya kitaaluma, kama vile katika ripoti za sera mbalimbali kwa lengo la kuwafahamisha sera za umma, kusaidia wadau kuelewa jinsi upitishaji na utekelezaji wa usimamizi wa kisasa na mazoea zinazotoa tija na uvumbuzi.

We are currently riding one of the most challenging times we have seen in decades in terms of global economic tides and manufacturing growth. This research is key to the future development of policies for the manufacturing sector and has wide implications across the world, and, as mentioned before, has been strongly endorsed by several Central Banks as well as universities and manufacturing associations. Your input and continued help in this project is crucial for its successful continuation and also for the development of relevant policies. Again, we deeply thank you for your contribution.

Hivi sasa twajikuta katika muongo changamoto sana haswa katika suala la mawimbi ya kiuchumi na ukuaji wa viwanda. Utafiti huu ni muhimu kwa maendeleo yajayo ya sera ya sekta ya viwanda na ina maana pana duniani kote, na kama ilivyoelezwa hapo awali, utafiti huu umeidhinishwa na kupitishwa na Benki kuu kadhaa pamoja na vyuo vikuu na vyama vya viwanda. Mchango na msaada wako katika mradi huu ni muhimu kwa ajili ya muendelezo na mafanikio yake na pia kwa ajili ya maendeleo ya sera husika. Tena, twawashukuru kwa mchango wenyu.

WHY SHOULD WE CARE? / MBONA TUJALI?

The main premise of the project at its inception in 2001 was that management practices were likely to have a strong relationship with performance and productivity.

Nguzo kuu la mradi katika kuanzishwa kwake mwaka 2001 ni kuonyesha kwamba mazoea ya usimamizi ina uhusiano imara na utendaji na tija.

To explore this hypothesis our international team of industry and academic experts developed an interview tool in collaboration with leading businesses and consulting firms to capture management practices across firms and industries.

Kuchunguza kwa undani nadharia hii, timu yetu ya kimataifa ya viwanda na wataalam wa kitaaluma walitengeneza chombo cha mahojiano wakishirikiana na biashara viongozi duniani na makampuni ya ushauri kukamata mazoea ya usimamizi katika makampuni na viwanda.

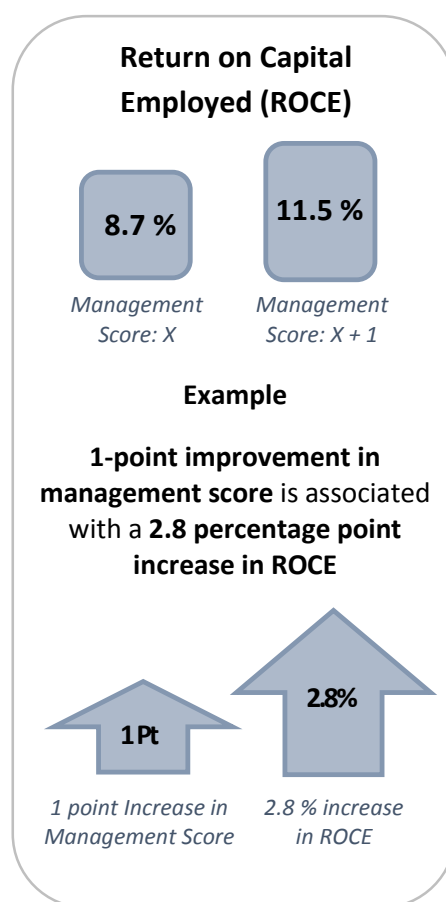
Using this interview tool we have documented, assessed and analysed a wide range of responses on managerial practices. Great efforts have been made to organise and codify these responses, in order to understand the variation in managerial practices.

Kutumia zana hii ya mahojiano tumeweza kukusanya kumbukumbu, tathmini na kuchambua majibu mbalimbali juu ya mazoea ya usimamizi. Juhudi kubwa zimefanyika kuandaa kwa utaratibu majibu haya, ili kuelewa tofauti katika mazoea ya usimamizi.

Our earlier studies with manufacturing companies showed a strong relationship between management practices and company performance, such as productivity, return on capital employed, sales growth, market share growth and market capitalization. We have found that an improvement in management score is associated with an improvement in several performance measures, as shown in the diagrams below.

Masomo yetu hapo mbeleni na makampuni ya viwanda ilionyesha uhusiano mkubwa kati ya mazoea ya usimamizi na utendaji wa kampuni, kama vile tija, mapato ya uwekezaji, ukuaji wa mauzo, ukuaji wa soko wa uchumi na mtaji wa soko. Tumegundua kwamba maboresho katika alama za usimamizi inahusishwa na kuboreshwa kwa hatua kadhaa za utendaji, kama inavyoonekana katika michoro chini.

Understanding how management practices contribute to such improvements, is key to determining what drives productivity. Our past research shows that improving management practices is a highly leveraged means of getting more output from firms' existing labour and capital. Increasing the quality of management, as we measure it, by one point is the equivalent of a 65% increase in capital, or a 25% increase



in labour, and is true for all companies independent of sector, profitability, past productivity growth and size.

This is important because, although a one point increase in management cannot be achieved overnight, it is potentially significantly less costly than the equivalent increases in labour and capital.

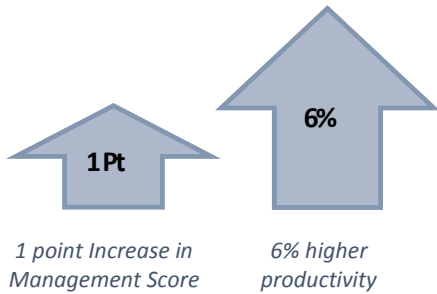
Kuelewa jinsi desturi za usimamizi huchangia katika maboresho hayo, ni muhimu kwa kuamua nini inaendeleza tija. Utafiti wetu wa zamani inaonyesha kwamba kuboresha mazoea ya usimamizi ni njia yenye umuhimu zaidi katika kuongeza pato bila ya kuongeza wafanyikazi wapya au Mitaji. Kuongeza ubora wa usimamizi, kama sisi tunavyoipima, pointi moja ni sawa na ongezeko 65% katika rmitaji, au ongezeko 25% la wafanyikazi, na hii inaonekana kwa makampuni yote bila ya kujali au kuangalia sekta, faida, tija zilizopita na ukubwa. Umuhimu wake ni kuwa, ingawa pointi moja kuongezeka kwa usimamizi haiwezi kupatikana upesi, lakini ukilinganisha na gharama za kuongeza wafanyikazi au rasilimali, ongezeko wa mbinu au desturi za usimamizi unaonekana kuwa chaguo cha nafuu .

Better management practices are associated with better company outcomes*

Productivity¹ (Indexed)

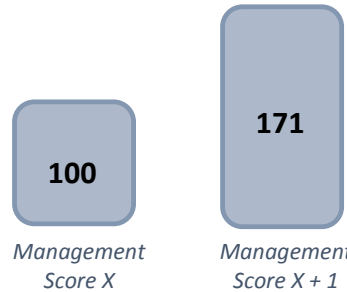


1-point improvement in management score is associated with 6% higher productivity

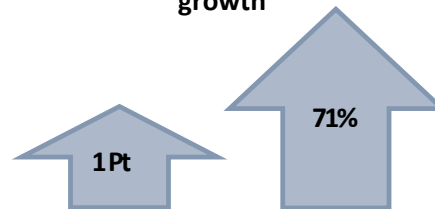


¹Sales per employee

Market Share Growth (Indexed)



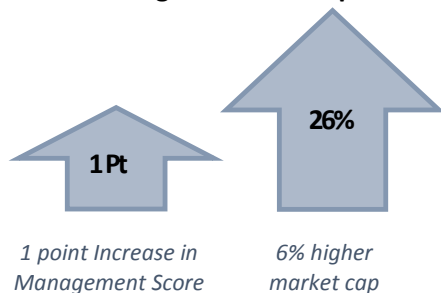
1-point improvement in management score is associated with 71% higher market share growth



Market Capitalization² (Indexed)

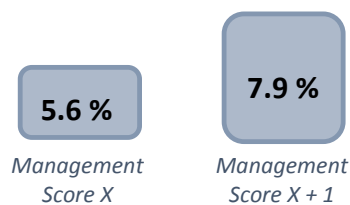


1-point improvement in management score is associated with 26% higher market cap

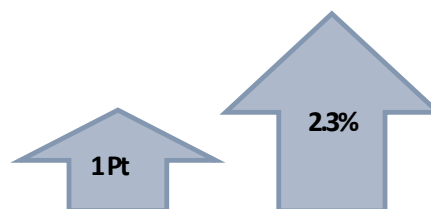


³Tobin's Q assuming constant book value

Sales Growth



1-point improvement in management score is associated with a 2.3 percentage point increase in sales growth

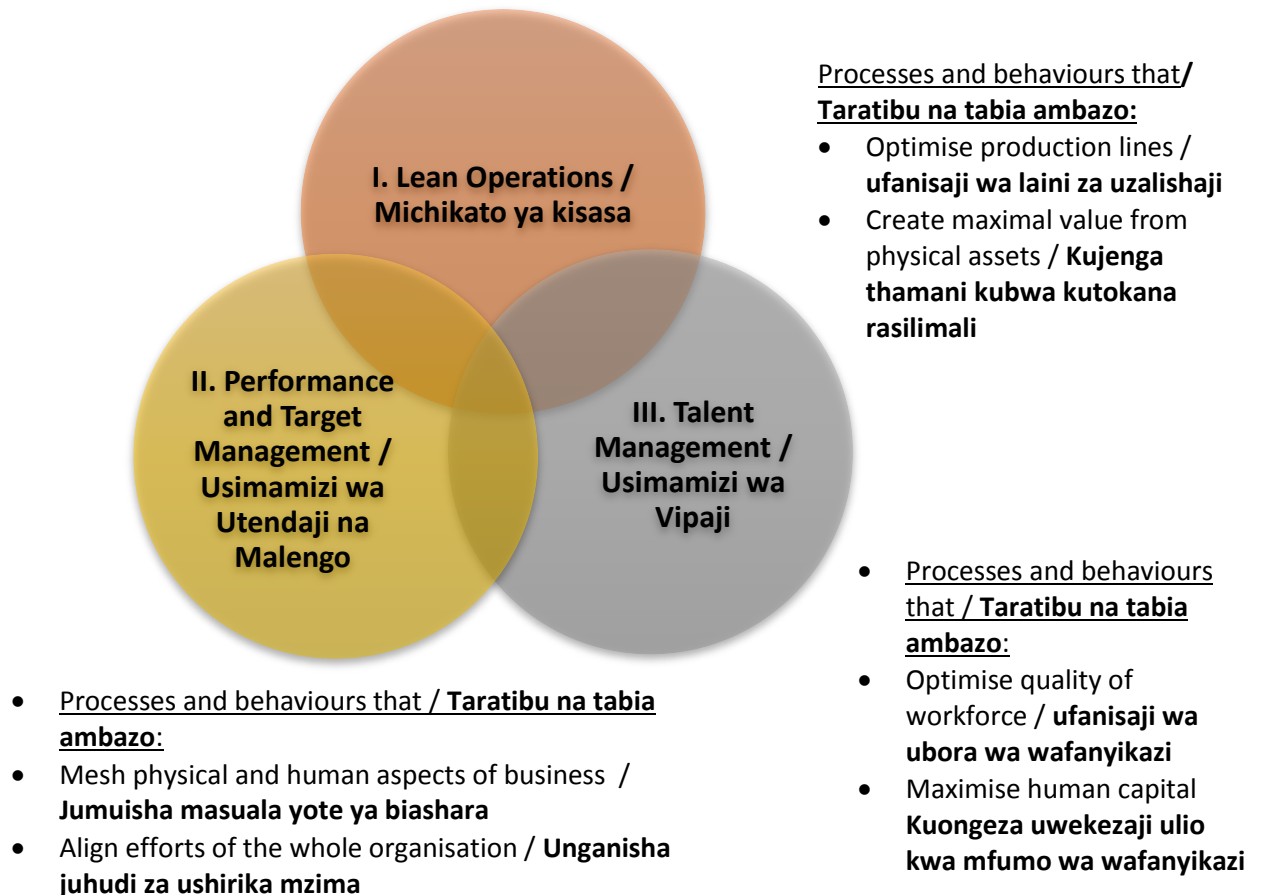


* The data in this graph uses over 6,000 firms from our sample

THE PROJECT: METHODOLOGY / MRADI: MBINU

To examine management practices, we conduct 45-60 minute interviews with managers in charge of production in manufacturing plants. We look at three main areas of management:

Kuchunguza mazoea ya usimamizi, sisi hufanya mahojiano ya dakika 45-60 na mameneja wanaosimamia sekta ya uzalishaji katika mitambo ya viwanda. Sisi huangalia maeneo matatu makuu ya usimamizi:



These three areas are broken down into 18 management topics, which cover each area in more depth. This allows us to examine the management of more specific parts of the plant.

Maeneo haya matatu makuu yameporomoshwa zaidi kwa mada 18 za usimamizi, ambazo zinaangalia kila eneo kwa undani zaidi. Hii inaturuhusu kuchunguza usimamizi wa maeneo maalum zaidi humo viwandani.

Lean Operations / Michakato ya kisasa

The first section of the interview covers the operations of the plant, and more specifically what modern processes and behaviours have been introduced to optimize production. The three principal topics addressed in this section are:

Sehemu ya kwanza ya mahojiano inashughulikia taratibu zinazofuatwa viwandani, na hasa zaidi ni michakato ipi ya kisasa na tabia zimeanzishwa kwa lengo la kuongeza uzalishaji. Mada kuu tatu zinazoshughulikiwa katika sehemu hii ni:

- How lean or modern processes have been introduced / **Jinsi michakato ya kisasa imeanzishwa**
- Why these processes have been introduced / **Sababu za kuanzisha taratibu hizo**
- What the attitudes towards continuous improvement are / **Mitazamio ya kuendelesha uboreshaji ni ipi**

Performance and Target Management / Usimamizi wa Utendaji na Malengo

This section is divided into 2 subsections, the first covers performance management in the plant, and more specifically how performance is measured, tracked and reviewed.

Sehemu hii imegawanywa katika vifungu viwili, kifungu cha kwanza kinashughulikia usimamizi wa utendaji katika kiwanda, na hasa zaidi jinsi utendaji unapimwa ,kufuatiliwa na kukaguliwa au kuundwa upya baada ya muda.

The principal topics addressed in this section are: **Mada kuu zinazoshughulikiwa katika sehemu hii ni:**

- How performance is tracked / **Jinsi utendaji unafuatiliwa**
- How performance is reviewed / **Jinsi utendaji unakaguliwa baada ya muda**
- How differing levels of performance are managed / **Jinsi viwango tofauti za utendaji zinasimamiwa**

The second subsection deals with the targets and objectives of the company:

Kifungu cha pili kinakabiliana na malengo na madhumuni ya kampuni:

- Types of targets and objectives / **Aina ya malengo na madhumuni**
- How the targets are broken down and communicated to the workers / **Jinsi malengo huporomoshwa (huputishwa) chini hadi kwa wafanyakazi binafsi**
- Timescale of the targets / **Kipimio cha muda wa kutekeleza malengo hayo**
- Motivation behind the targets / **Motisha nyuma ya malengo**

Talent management / Usimamizi wa Vipaji

The third section of the management questions looks at talent management within the company. The main issues covered in this section are:

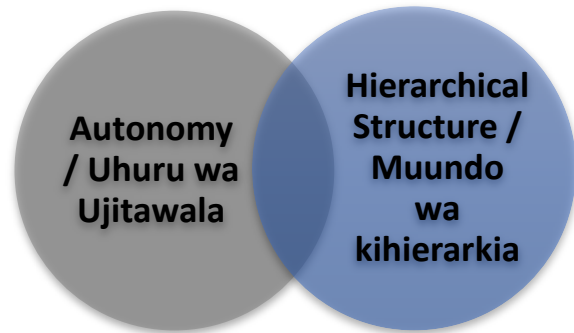
Sehemu ya tatu ya maswala ya usimamizi unaangalia usimamizi wa vipaji ndani ya kampuni. Maswala makuu katika sehemu hii ni:

- How talent is attracted and developed / **Jinsi vipaji wanavutiwa na kuendelezwa**
- How good performance is identified, developed and rewarded / **Jinsi utendaji bora unatambuliwa, endelezwa na kutuzwa.**
- What is done to manage underperformance / **Hatua gani huchukuliwa kwa utendaji wa kazi wa kiwango cha chini**

Organization Structure / Muundo wa Shirika

We also examine a firm's organization structure, considering several aspects of manager and worker autonomy, as well as the hierarchical structure of the company.

Tumechunguza pia muundo wa shirika, kwa kuzingatia eneo kadhaa za utawala wa mameneja na wafanyakazi, na pia muundo wa kihierarkia wa kampuni



For the **Managers** we want to understand / **Kutoka Kwa Wasimamizi tunataka kuelewa**

- Their autonomy relating to hiring and firing workers
Uhuru wao katika kuandika na kuwafuta wafanyakazi
- Their role in the introduction of new products
Jukumu lao katika kuanzishwa kwa bidhaa mpya
- The maximum capital expenditures they can make without signoff from corporate HQ
Kipeo cha matumizi ya mitaji wanaweza kufanya bila udhuni kutoka makao makuu
- Their sales and marketing autonomy
Uhuru wao katika mauzo na masoko

For the **workers** we want to understand / **Kutoka kwa wafanyakazi tunataka kuelewa:**

- Who sets the pace of work in the plant
Ni nani anaweka kasi ya kazi katika kiwanda
- Who decides how tasks are allocated across workers and their teams
Ni nani anayeamua jinsi kazi zimetengwa baina wafanyakazi na timu zao

All this is examined by considering / **Yote haya yanachunguzwa kwa kuzingatia:**

- The number of levels below and above the plant manager
Idadi ya ngazi, chini na juu ya meneja wa kiwanda
- Changes in the levels of hierarchy in the previous 3 years
Mabadiliko katika ngazi ya uongozi katika miaka tatu iliyopita
- Span of control (how many direct reports the Manager has)
Nambari ya mameneja wanaoripoti kwake moja kwa moja

THE PROJECT: EXAMPLES / MRADI: MIFANO

Lean Operations/ Michakato ya kisasa

Best practice example: *Lean processes are fully implemented across all areas of the firm, and have been in place for several years. Lean is part of the culture of the company, and was introduced as a means of achieving the business objectives of the company and thus be the best in the industry. The employees of the firm constantly analyse the production process as part of their normal duties. Critical areas of production are thoroughly analysed in regular meetings aimed at the continued improvement of processes in the firm. Every problem is registered in a special database that monitors critical processes and each issue must be reviewed and signed off by a manager.*

Mfano wa mazoezi ya bora kabisa: Michakato ya kisasa Lean yametokelezwa kikamilifu katika maeneo yote ya kampuni, na zimekuwa hapo kwa miaka kadhaa. Michakato hizo za kisasa ni sehemu na kifurushi cha utamaduni wa kampuni, na kuletwa kama njia ya kufikia malengo ya biashara ya kampuni na kwa hivyo kuendeleza ubora katika sekta hiyo. Wafanyakazi wa kampuni daima wanachambua taratibu za uzalishaji kama sehemu ya majukumu yao ya kawaida. Maeneo muhimu kabisa ya uzalishaji huchambuliwa katika mikutano ya mara kwa mara kwa lengo la kuboresha kuendeleza michakato katika kampuni. Kila tatizo limesajiliwa katika benki ya data maalum linalosaidia katika uchunguzi wa michakato muhimu na kila suala lazima likaguliwe upya na meneja.

Intermediate example: *The firm has introduced some lean processes, but these are limited to a certain area in the firm, or are in start-phase. The implementation of such processes is geared towards reducing costs, and thus increasing the efficiency of the production process. Employees identify problems in the production process, and possible solutions are discussed in regular meetings involving employees and a manager.*

Mfano Wa kati : Kampuni imeanzisha baadhi ya michakato ya kisasa, lakini haya yametokelezwa katika eneo ndogo fulani katika kampuni, au ni katika awamu za kuanza. Utekelezaji wa mchakato huo unalenga kupunguza gharama, na hivyo kuongeza ufanisi wa mchakato wa uzalishaji. Wafanyakazi wanatambua matatizo katika mchakato wa uzalishaji, zinaweza kufumbuliwa na kujadiliwa katika mikutano ya kawaida, washiriki wakiwa wafanyakazi na mameneja pamoja.

Weak example: *The firm has not introduced any lean or modern processes, retaining a traditional form of management. The firm has no formal or informal mechanism in place for either process documentation or improvement. The manager mentioned that production takes place in an environment where nothing has been done to encourage or support process innovation.*

Mfano dhaifu Kampuni haijaanzisha michakato yeyote ya kisasa, na dhidhi ya hayo pia kubakiza fomu jadi wa usimamizi. Kampuni haina taratibu rasmi au zisizo rasmi kwa ajili ya nyaraka ama uboreshaji wa michakato. Meneja alieleza kuwa uzalishaji unafanyika katika mazingira ambapo hakuna anayejihusisha na kuhamasisha au kuunga mkono mchakato wa uvumbuzi.

Performance Management / Usimamizi wa Utendaji

Best practice example: *The firm tracks performance using a good range of indicators, which are measured formally and continuously. Records are updated automatically in computer systems which all staff can access. Various visual systems around the plant allow staff to check their performance against the indicators. Performance is reviewed in regular meetings involving the senior management, resulting in action plans for each issue raised in the meetings. The results of all meetings and the details of actions plans are communicated to all staff. Action plans are monitored continuously to ensure adequate progress.*

Mfano wa mazoezi ya bora: **kampuni inafuatilia utendaji kutumia viashiria mbalimbali, ambazo zinapimwa rasmi na mara kwa mara. Taarifa zinasasishwa moja kwa moja katika kompyuta ambayo wafanyakazi wote wanaweza kupata na kufikia. Mifumo mbalimbali zimebandikwa wazi kuruhusu wafanyakazi kuangalia utendaji wao dhidi ya viashiria. Utendaji unapitiwa upya kwenye mikutano ya kawaida wakishirikisha wasimamizi waandamizi, na kuunda mipango ya utekelezaji kwa kila suala linaloletwa mbele kwa makini katika mikutano. Matokeo ya mikutano yote na maelezo ya mipango yanawasiliana kwa wafanyakazi wote. Mipango ya utekelezaji hufuatiliwa mara nyingi ili kuhakikisha kuna maendeleo.**

Intermediate example: *The firm has a range of performance indicators that are tracked daily and measured in regular meetings involving the senior management. Staff has access to performance data, which is published on the company server. This is updated monthly. The manager responsible regularly checks up action plans resulting from these meetings, with action taken to rectify potential problems.*

Mfano wa kati: **Kampuni ina viashiria mbalimbali vya utendaji ambazo zinafuatiliwa kila siku na kupimwa katika mikutano ya kawaida kuwashirikisha waandamizi wa usimamizi. Wafanyakazi wanaweza kuona data hizo za utendaji kwenye kompyuta ya kampuni. Hii data inasasaishwa kila mwezi. Meneja hufuatilia mara kwa mara mipango ya utekelezaji kutokana na mikutano hiyo, na hatua zilizochukuliwa ili kurekebisha matatizo yanayotokea.**

Weak example: *The firm tracks its performance using only volume as an indicator. Senior management sees this data, but it is not communicated to the rest of the staff. Performance is reviewed informally, with meetings being called to deal with specific problems in production. Little or no action is taken to rectify problems or delays in a plan.*

Mfano Dhaifu: **Kampuni inafuatilia utendaji wake kwa kutumia kiasi za uzalishaji tu kama kiashiria. Msimamizi mwandamizi tu ndiye anaona data hii, na haitawasilianwa kwa wafanyakazi binafsi. Utendaji haifuatiliwi upya kwa njia rasmi, na mikutano huitwa ili kukabiliana na matatizo maalum katika uzalishaji. Hakuna hatua zinazochukuliwa kurekebisha matatizo au kuchelewa katika kutekeleza mipango.**

Target Management / Usimamizi wa malengo

Best practice example: *The firm has a good balance of financial and non-financial targets which are considered key to the long-term success of the firm, and which are regularly revised to reflect economic changes and ensure achievability. These goals are cascaded through the firm down to the individual worker. The goals and targets are clearly communicated to encourage individual workers to compare their performance against their targets and to encourage competition.*

Mfano wa mazoezi ya bora: **Kampuni ina uwiano mzuri wa malengo ya kifedha na zisizo za kifedha zinazochukuliwa kama muhimu kwa mafanikio ya muda mrefu ya kampuni, na hufuatiliwa upya mara nyingi ili itafakari mabadiliko ya kiuchumi na kuhakikisha kutendeka. Malengo haya huporomoshwa vizuri hadi chini kwa mfanyakazi binafsi. Malengo na shabaha zinawasilianwa wazi kuhamasisha wafanyakazi binafsi kulinganisha utendaji wao dhidi ya malengo yao na kuhamasisha ushindani.**

Medium example: *The firm has some concrete non-financial goals that form part of the managers' appraisal, but these are not a priority. Performance measures and targets are clear and are broken down to department level. Targets are set taking into account a variety of factors that will affect their achievability, such as availability of raw materials and machine capability. Team or department performance is made public and is accessible to all staff.*

Mfano wa kati : **Kampuni ina baadhi ya malengo zisizo za kifedha ambazo ni sehemu ya tathmini ya mameneja, lakini hizi sio kipaumbele. Utendaji na malengo yanayotarajiwa ni wazi na yameripotiwa kwa idara zote. Malengo yameweka kwa kuzingatia aina ya mambo ambayo yataathiri kutendeka kwao, kama vile upatikanaji wa malighafi na uwezo wa mashine. Utendaji wa idara au wa timu ni wazi kwa umma na wafanyakazi wote.**

Weak example: *The firm's goals are exclusively financial and operational, and are largely of a short-term nature. The firm has general goals that are not cascaded down through the firm, staff being mostly unaware of their targets. Targets are generally surpassed, and are set based on the management's experience.*

Mfano dhaifu: **Malengo ya kampuni ni ya kifedha na uendeshaji wa kiwanda pekee, na kwa kiasi kikubwa ni ya muda mfupi asili. Kampuni ina malengo ya kijumla ambayo hayajaporomoshwa chini kupitia kampuni, wafanyakazi sana sana hawajui malengo yao. Malengo kwa ujumla huzidi na kupitishwa. Misingi ya malengo kawaida ni uzoefu wa usimamizi.**

Talent management / Usimamizi wa Vipaji

Best practice example: *Attracting and developing talent at all levels of the firm is formalized through targets and rewards. Both managers and non-managers are paid on a performance basis, and are given both financial and non-financial rewards for achieving their targets. Regular reviews are in place to assess each individual employee's performance, and identify the best and worst performers. Underperformers are put on performance improvement plans immediately. The best performers are given personalized career plans to develop the skills necessary for growth within the firm. The firm has a policy of offering the best opportunities for top performers within the firm, as well as for top prospective employees.*

Mfano bora: Kuvutia na kuendeleza vipaji katika ngazi zote za kampuni ni rasmi kupitia malengo na tuzo. Wafanyikazi wote na pia mameneja wanalipwa juu ya msingi ya utendaji, na wanapewa tuzo za kifedha na zisizo za kifedha kwa ajili ya kufikia malengo yao. Utendaji wa kila mfanyakazi unakaguliwa mara kwa mara ndiposa kutathmini mtu binafsi, na kutambua wafanyikazi bora na wafanyikazi wanaofanya kazi ya kiwango cha chini. Wafanyikazi wasio bora wanawekwa katika mipango ya kuboresha utendaji mara moja. Wafanyikazi bora wanaundiwa mipango ya kuendeleza ujuzi muhimu kwa ajili ya ukuaji ndani ya kampuni. Kampuni ina sera ya kutoa fursa bora kwa wafanyikazi bora kutoka ndani ya kampuni, kama vile kwa ajili ya wafanyakazi wazuri wagombea wanaotarajiwa.

Medium example: Senior management in the firm believes that attracting and developing talent is important, but managers are not held accountable for it. All staff are regularly evaluated and are paid based on their individual performance. Underperformers are identified through these reviews and are removed or moved to less critical positions in the firm. The best performers are identified, and are identified as potential candidates for promotion.

Mfano wa kati: Msimamizi mwandamizi katika kampuni anaamini kwamba kuvutia na kuendeleza vipaji ni muhimu, lakini mameneja hawaajibiki kwa jambo hili. Wafanyakazi wote wanatathminiwa na wanalipwa kulingana na utendaji wao binafsi. Wafanyikazi wanaofanya kazi ya kiwango cha chini hutambuliwa kwa njia ya mapitio hayo na kuondolewa au kusukumwa kwa kazi za nafasi ya chini kwa umuhimu katika kampuni. Wasanii bora hugunduliwa, na kutambuliwa kama wagombea uwezo kwa ajili ya kukuza.

Weak example: The firm has no system to attract or develop talent. Both managers and workers are paid equally regardless of their performance and there are no consequences for poor performance beyond some disciplinary measures (workers are never fired). The firm has not got a promotion system in place as there is very little room for growth and no one has been promoted in years.

Mfano dhaifu: Kampuni hiyo haina mfumo wa kuvutia au kuendeleza vipaji. Mameneja na wafanyakazi wanalipwa sawa bila kujali utendaji wao na hakuna madhara kwa utendaji mbaya ila hatua za kinidhamu (wafanyakazi hawafutwi kazi). Kampuni haina mfumo wa kukuza wafanyikazi bora kwasababu kuna nafasi ndogo sana kwa ajili ya ukuaji na hakuna mtu amekuzwa kwa miaka.

THE PROJECT: COVERAGE / MRADI: ENEO LA UTAFITI

The project began surveying Germany, France, the UK and the US, and has gradually been extended to include 33 countries across nearly all continents in the world. To ensure our results are representative, we take a comprehensive list of establishments from each country and industry, and randomly select managers to participate in our study. For manufacturing, our sample includes firms with 50 to 5000 employees. Since participation in the study is completely voluntary, we also record response rates and ensure no biased results. Since 2004, we have interviewed over 15,000 managers for this project.

Mradi huu ulianza upimaji Ujerumani, Ufaransa, Uingereza na Marekani, na yamezidi kupanuliwa kujumuisha nchi 33 katika mabara karibu yote duniani. Ili kuhakikisha matokeo yetu inawakilisha ukweli wa mambo, tumechukua orodha ya kina ya makampuni kutoka kila nchi na sekta, na kwa nasibu kuchagua mameneja washiriki katika utafiti wetu. Kwenye viwanda, sampuli yetu inajumuhisha makampuni walio na wafanyakazi 50-5000. Kushiriki katika utafiti ni hiari ya meneja kabisa, sisi hurekodi viwango vya majibu na kuhakikisha hakuna upendeleo kwa matokeo. Tangu mwaka 2004, tumehoji mameneja zaidi ya 15,000.

Geographic Scope of the Project / Upeo wa kijiografia wa utafiti



SUMMARY RESULTS: MANUFACTURING

MUHTASARI WA MATOKEO: UTENGENEZAJI WA BIDHAA

MEMORABLE QUOTES / DONDOO ZA KUKUMBUKWA

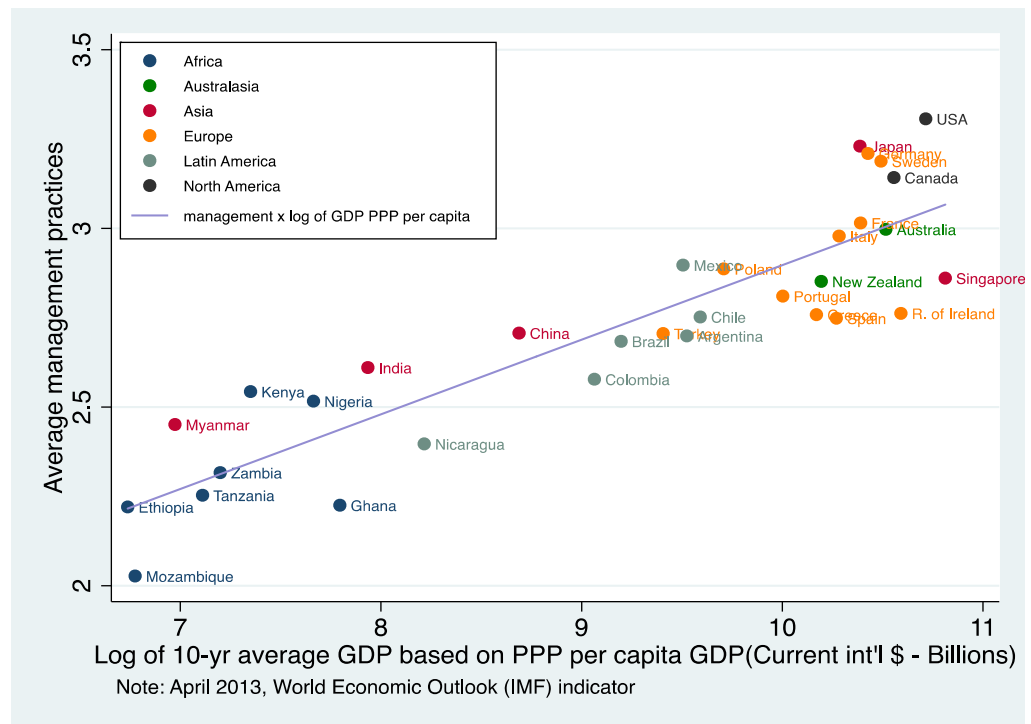
The difficulties of defining ownership in Europe / Matatizo ya kufafanua umiliki Ulaya

- **Manager:** “We’re owned by the Mafia”
Analyst: “I think that’s the “Other” category... although I guess I could put you down as an ‘Italian multinational?’”
- **Meneja:** “Mwenye kampuni ni Mafia”
Mtafiti: “Nadhani hiyo ni upande wa kiwanja “nyingine” ... ingawa mimi nadhani inaweza kuweka kuwa inamilikiwa kimataifa na msingi wake ukiwa Italia?”
- **Analyst:** “Would you mind if I asked how much your bonus is as a manager?”
Manager: “I don’t even tell my wife how much my bonus is!”
Analyst: “Frankly, that’s probably the right decision...”
- **Mtafiti:** “Je, wewe kama meneja, ziada yako ni kiasi gani?”

SUMMARY RESULTS: MANUFACTURING / MUHTASARI WA MATOKEO: UTENGENEZAJI WA BIDHAA

There is a disparity of productivity and riches around the world, and industry makes up a big part of a country’s GDP. What are some of the things that affect GDP? We see management as one of them. As expected, the countries that have higher GDP per capita also have better management.

Kuna tofauti ya tija na utajiri duniani kote, na sekta ya viwanda huchangia sehemu kubwa ya Pato la Taifa. Je, baadhi ya mambo yanayoathiri Pato la Taifa (GDP) ni ipi? Tunaona usimamizi kama moja yao. Kama ilivyotarajiwa, nchi ambayo ina Pato la Taifa ikigawanyishwa na wenyeji wa nchi (GDP per capita) ya juu pia huwa na usimamizi bora.



Average management practices – wastani wa desturi za Usimamizi

Log of 10 year averageGDP based on PPP per Capita GDP (Current International US Dollar-Billions) **Jarida l pato la taifa la wastani miaka mikumi ukigawanyishwa kwa kila mtu.(Ya kisasa kimataifa dollar- bilioni)**

Results vary greatly within and across industries, countries and regions. More developed economies like the United States and Japan typically have the best management, while emerging economies like Brazil and India fare less well. African and Latin American countries appear to be less well managed, on average.

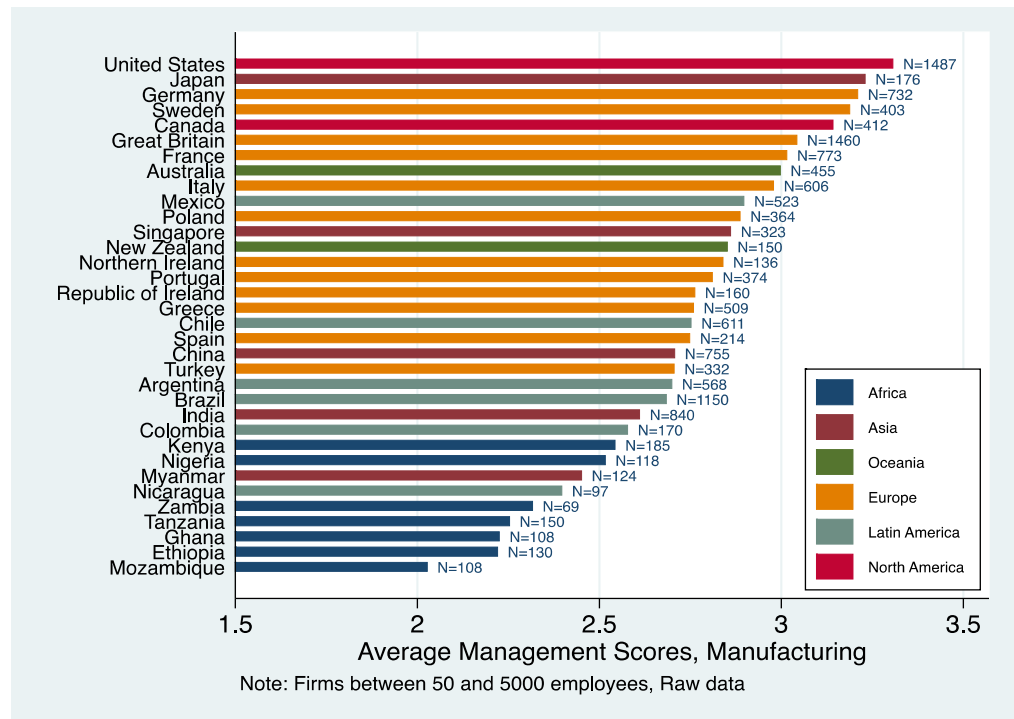
Matokeo hutofautiana sana baina ya viwanda, nchi na mikoa. Uchumi na nchi zilizostawi kama Marekani na Japan kawaida huwa na usimamizi bora, wakati uchumi

The British chat-up / mahojiano na Waingereza

Manager: “Your accent is really cute and I love the way you talk. Do you fancy meeting up near the factory?”

Analyst: “Sorry, but I’m washing my hair every night

zinazotokeza kama Brazil na India zina matokeo ya kati. Kwa wastani, nchi za Afrika na Amerika ya Kusini huonekana kuwa chini na kusimamiwa vizuri.



This is not, however, all bad news for Latin America and Africa. Quite the contrary – this is simply a stylized fact that we can finally observe because we have data on it. Now that we observe it, we *know* that this is a great area that we can work and improve upon. Our data suggests that there is significant room for improvement in management for these firms, and particularly for policy interventions in terms of better information regarding management practices.

Hii sio habari mbaya tu kwa Amerika ya Kusini na Afrika. Kinyume kabisa - huu ni u kweli ambao sasa tunaweza chunguza kwasababu tuna data yake halisi. Na kwa sasa tunavyoichunguza, tunajua kwamba hili ni eneo kubwa ambalo tunaweza kulifanyia kazi na kuliboresha. Data zetu zinatonyesha kwamba maboresho yanawezekana haswa katika eneo la usimamizi kwenye makampuni haya, na hasa kwa ajili ya hatua ya sera katika suala la habari bora kuhusu mazoea ya usimamizi.

We would like to have this report be the first step towards this improvement, and we hope that you will take some of the information in this report and think through it in a positive way. We are happy to lend a hand in helping with anything that you might need, and it is managers like you, who participate in projects that like this, who will drive the transformation that we can have happen over the next few years.

Tungependa hii ripoti iwe hatua ya kwanza ya maboresho haya, na ni matumaini yetu kwamba utachukua baadhi ya taarifa katika ripoti hii na kufikiri kwa njia chanya. Tungependa kukujulisha kuwa mlango wetu u wazi kwa kusaidia na kitu chochote unahitaji, na ni mameneja kama wewe, ambao mnashiriki katika miradi kama hii, ambao mtakuwa viongozi katika mabadiliko ambayo yatatokea katika kipindi cha miaka michache ijayo.

WHAT FACTORS MIGHT EXPLAIN THIS SPREAD? / NI VIPENGELE VIPI VINAVYOWEZA KUELEZA TOFAUTI HIZI?

We explored a few reasons that may explain why we see such variability in management practices: competition, globalization, human capital and regulation.

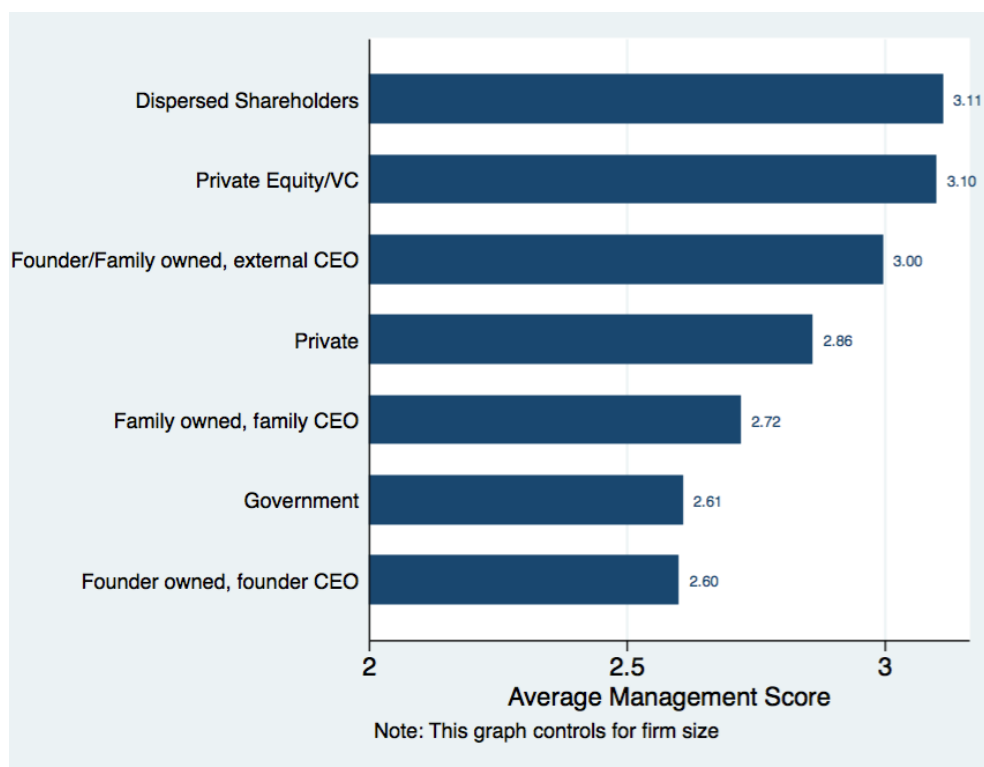
Tumegundua sababu kadhaa ambazo zinaweza kueleza kwa nini tunaona desturi za usimamizi zinatofautiana sana: ushindani, utandawazi, wafanyikazi na kanuni za kampuni.

Ownership / Umliki

Management practices also vary significantly across ownership structures. The graph below includes companies from all countries surveyed, divided across ownership status.

Desturi za usimamizi hutofautiana sana pia kulingana na umiliki wa kampuni. Grafu hiyo hapo chini

Average management score of firms vs ownership structure
Alama ya wastani ya usimamizi wa makampuni vs muundo wa umiliki



Dispersed shareholders: **Wanahisa waliotawanyika**

Private equity: **Raslimali binafsi**

Founder/Family owned external CEO: **Mwanzilishi / Inamilikiwa na familia , Mkurugenzi Mtendaji wa nje**

Private: **Binafsi/faragha**

Founder/ Family owned Family CEO: **Mwanzilishi /, Mkurugenzi Mtendaji ni wa familia inayomiliki**

Government: **Serikali**

Founder owned/ founder CEO: **Mwanzilishi/ Mwanzilishi ndiye CEO**

Average management Score: **Alama ya wastani wa usimamizi**

We find that firms with dispersed shareholders (no one entity owns more than 25% of the company) tend to have higher management scores. Family-owned *and controlled* firms tend to have the lowest average management scores, but interestingly when the control is passed on to an external CEO these firms are, on average, nearly as well managed as dispersed shareholder firms. We are currently investigating further into why this could be the case, but we expect it has to do with implicit informality that arises from working in a familial environment.

Tunaona kwamba makampuni ya wanahisa waliotawanyika (hakuna mtu au kampuni moja anamiliki zaidi ya 25% ya kampuni) huwa na alama ya juu ya uongozi. Makampuni yanayomilikiwa na kudhibitiwa na familia huwa na alama ya chini ya usimamizi wa wastani, lakini wakati udhibiti unapitishwa kwa Mkurugenzi Mtendaji wa nje makampuni haya, kwa wastani, hua na matokeo mazuri karibu kama yale ya makampuni ya wanahisa waliotawanyika. Kwa sasa tunachunguza zaidi kwa nini huu ndio mtindo, lakini tunatarajia inahusiana na uthabiti rasmi inayotokana na kufanya kazi katika mazingira ya kifamilia.

We find that founder/family owned and managed firms tend to be less well managed than other firms, the key point being that founder/family ownership is not the main issue, but rather control (ie. family/non-family CEO). Founder/family firms that have a founder/family member as CEO are at the bottom of the ranking in terms of average quality of management practices, but founder/family firms with an external (non-family) CEO are just as good as other privately owned firms.

Tunaona kwamba mwanzilishi / familia inayomiliki na makampuni yanayosimamiwa na familia huwa na usimamizi wa kiwango cha chini kuliko makampuni mengine, hapa ni muhimu kubainisha kuwa umiliki wa mwanzilishi / familia sio suala kuu, ila udhibiti (ie. Familia / CEO wa nje). Makampuni yaliyo na mwanzilishi kama CEO /Mkurugenzi Mtendaji hua na alama ya chini katika suala la wastani wa ubora wa mazoea ya usimamizi, lakini makampuni kama hayo na mkurugenzi mtendaji wa nje utendaji hua mzuri kama yale ya makampuni yanayomilikiwa faragha.

Considering that family firms are such an important feature of many countries' economies, this is a key finding in our research. This means there is an incredible productivity boost waiting to be unleashed in founder/family-owned and controlled firms. It is important to remember that we are not claiming that founder and family CEOs are categorically bad and causing the bad management in their firms. We believe this is a *key area for potential improvement* because we strongly believe that all managers are able to implement best practices, and the next step in this research agenda is to find out why these are not being implemented.

Ukizingatia kwamba makampuni yanayomilikiwa na familia ni kipengele muhimu ya uchumi wa nchi nyingi ', huu ni ugunduzi muhimu katika utafiti huu wetu. Hii ina maana kwamba kuna ongezeko mkubwa wa tija unaotarajiwa kutoka makampuni inayomilikiwa na kudhibitiwa na familia. Ni muhimu kukumbuka kwamba hatudai kwamba mwanzilishi au mkurugenzi mtendaji wa familia ni wabaya na husababisha usimamizi mbaya katika makampuni yao. Tunaamini hii ni eneo muhimu unaoweza kuboreshwa kwa sababu tunaamini kwamba mameneja wote wanauwezo wa kutekeleza mbinu bora, na hatua ya pili katika ajenda ya utafiti huu ni kujua kwa nini haya hatatekelezwi.

Competition / Ushindani

One of the reasons that the United States has practically no left tail of badly managed firms (when compared to Latin American and African countries) is that the level of competition in the US is substantially higher than elsewhere. Competition has long been pointed to as an effective driver of productivity because it forces firms with lower levels of structured management to improve or exit the

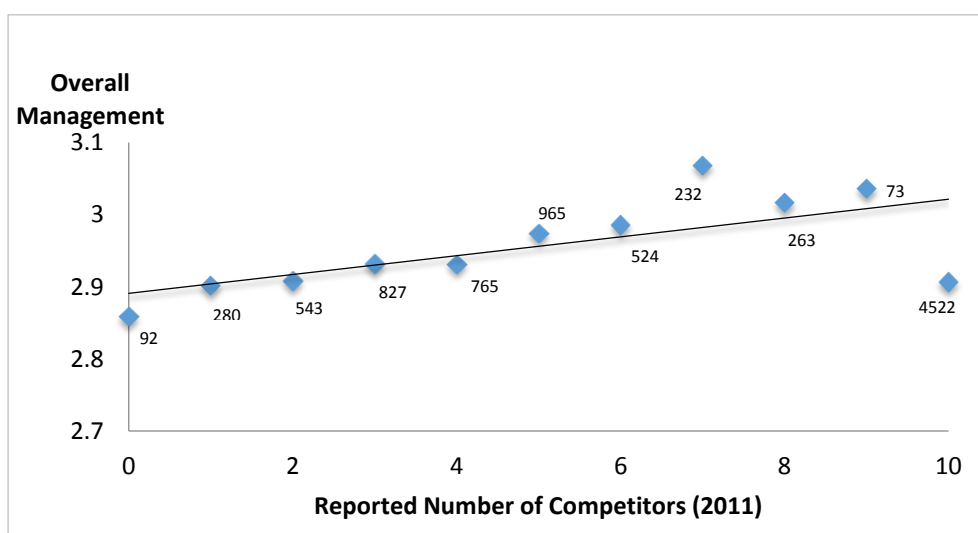
market. Competition also provides firms with lots of rivals to copy and learn from. Thus, it is not surprising that competition is strongly linked with more structured management practices in every country and industry we have studied. Hence, a clear policy tool to increase management practices is increased product market competition – enabling firms to enter, removing any regulatory barriers on trade, FDI or market entry and vigorously policing anti-trust. In short, policy aimed at fostering competition should thus be given more attention.

Sababu moja kwanini Marekani haina makampuni zinazosimamiwa vibaya (wakilinganishwa na nchi za Amerika ya Kusini na Afrika) ni kwamba kiwango cha ushindani Marekani ni mkubwa zaidi kuliko mahali pengine. Ushindani, kwa muda mrefu sasa, umesemekana kuwa kama dereva ufanisi wa uboreshaji wa tija kwa sababu inafanya makampuni yaliyo na muundo wa chini wa usimamizi kujiboresha au kutoka katika soko. Ushindani pia hujulisha makampuni, wapinzani wao na nakala ya kujifunza kutoka kwao. Hivyo, haishangazi kwamba ushindani inahusishwa na muundo na mazoea ya usimamizi katika kila nchi na sekta. Kwa hivyo, chombo cha sera ya kuongeza mazoea ya usimamizi ni, kuongezeka kwa ushindani katika soko la bidhaa - kuwezesha makampuni kuingia katika soko, kuondoa vikwazo vyovyote vya udhibiti katika biashara, FDI au kurahisisha kuingia katika soko na kulinda kwa makini dhidi ya uaminifu katika soko. Kwa kifupi, sera kwa lengo la kukuza ushindani lazima zipewe kipaumbele zaidi.

At the beginning of the interview, we ask managers how many major competitors they believe they have. We see that there is a clear positive correlation between the number of reported competitors and the quality of management practices within firms.

Katika mwanzo wa mahojiano, tunawauliza mameneja wanaamini ni washindani wangapi wakubwa wanao. Tunaona kwamba kuna uhusiano wazi mzuri kati ya idadi ya washindani na ubora wa mazoea ya usimamizi ndani ya makampuni.

*Average management vs number of competitors
Alama ya wastani ya Usimamizi vs Namba ya Washindani*

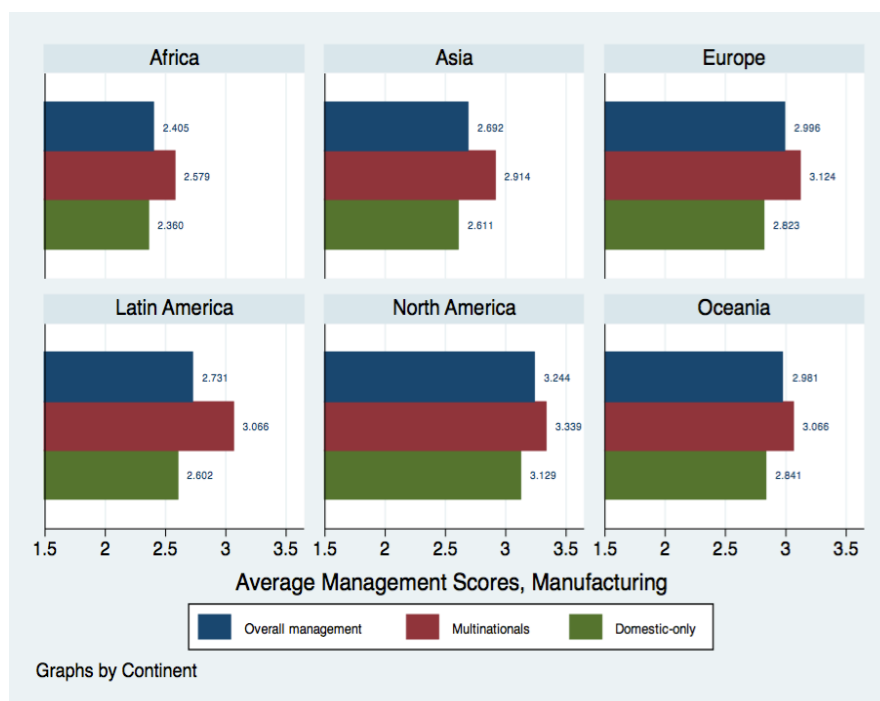


Reported number of Competitors **Namba ya Washindani**
Overall Management **Usimamizi kwa Ujumla**

Multinational firms usually outperform domestic-focused firms on several dimensions, such as productivity, worker wages and Research and Development expenditures. Much of this push for innovation and competitiveness is a result of stiff competition in the global market. As we show above, there is evidence that competition is linked with better management practices.

Makampuni ya kimataifa kawaida hutenda vizuri zaidi kuliko za nyumbani katika pointi kadhaa, kama vile tija, mshahara wa wafanyakazi na utafiti na matumizi ya maendeleo. Kushinikiza kwa ajili ya ubunifu, uvumbuzi na ushindani ni matokeo ya ushindani mkali katika soko la kimataifa. Kama tulivyoonyesha hapo juu, kuna ushahidi kwamba ushindani na mazoea bora ya usimamizi zimehusianishwa.

*Average management scores of multinational vs domestic-only firms by continent
Alama za wastani za Usimamizi wa makampuni za kimataifa vs za kitaifa bara kwa bara*



Overall Management: **Usimamizi kwa ujumla**

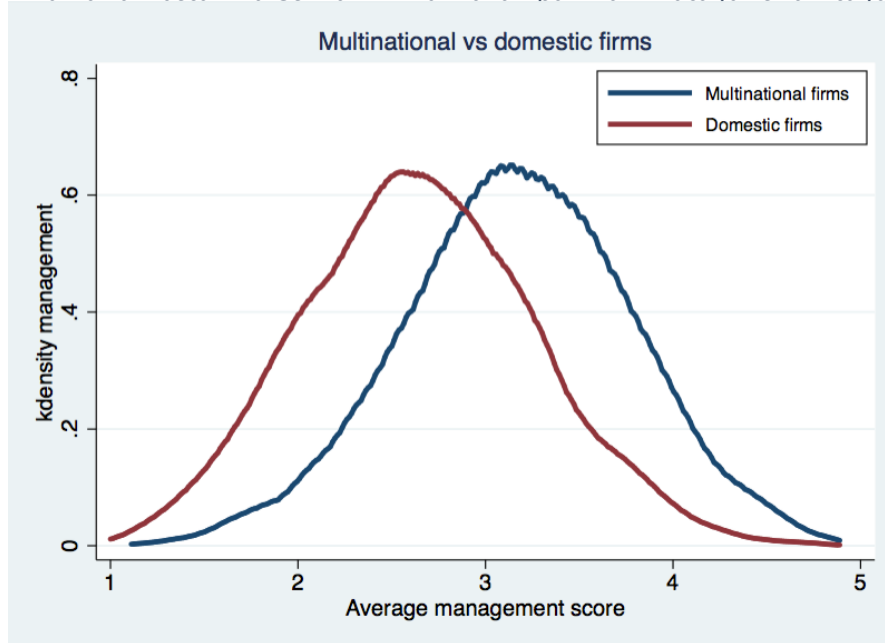
Multinationals: **Kampuni za kimataifa**

Domestic only: **Kampuni za kitaifa**

The higher levels of structured management on average of multinational firms can be tied to their substantially smaller share of firms with low levels of structured management – a scarce “lower tail” of the distribution, highlighted in the graphs below.

Alama za wastani za muundo wa usimamizi ya makampuni ya kimataifa zilizo katika kiwango cha juu yaweza kuelezwa na sehemu ndogo za makampuni walizonazo zenye viwango vya chini vya muundo wa usimamizi – usambazaji huo umeonyesha katika grafu hapo chini.

Average management scores of multinational vs domestic-only firms
Alama za wastani za Usimamizi wa makampuni za kimataifa vs za kitaifa



Human Capital / Wafanyikazi

Human capital and skills has been pointed to as being a key driver of productivity across countries. In our research, we also find that better managed firms have a higher share of employees holding a degree. It is perhaps unsurprising that having more educated managers helps, but we also found an equally strong correlation between the education of the non-managers and our management scores.

Wafanyikazi na ujuzi imesemekana kuwa dereva muhimu ya tija katika nchi. Katika utafiti wetu, tumepata kuona kwamba makampuni yanayosimamiwa vizuri yana sehemu kubwa ya wafanyakazi walio na shahada. Haishangazi kuona kwamba kuwa mameneja walioelimika zaidi husaidia, lakini pia tulipata uwiano wa nguvu sana kati ya elimu ya wasio mameneja-na alama zetu za usimamizi.

We find a strong relationship between the share of managers and workers with college degrees and level of management structures. This makes sense when considering the importance of not just *knowledge* of best practices, but also of *implementation* of these best practices. Cultural changes within companies are only successful when there is understanding of these changes among employees, which is often easier to achieve when workers have higher education levels and can be included in discussions about these changes. If an employee understands how what they do on a day-to-day basis affects the company and how it affects them, they are also more likely to work harder.

Tunaona uhusiano mkubwa kati ya sehemu ya mameneja na wafanyakazi walio na shahada ya chuo na kiwango cha miundo ya menejimenti. Hii inaweka madhumuni wakati hauzingatii tu umuhimu wa elimu na desturi bora, ilhali pia ya utekelezaji wa desturi au vitendo hivo bora. Mabadiliko ya kiutamaduni ndani ya makampuni ina mafanikio tu wakati pia wafanyikazi wanapata kuelewa mabadiliko hayo, ambapo mara nyingi ni rahisi kuyafikia tu ikiwa wafanyakazi wana elimu ya kiwango cha juu na pia kuhusishwa katika mijadala kuhusu mabadiliko haya. Kama mfanyakazi anaelewa jinsi

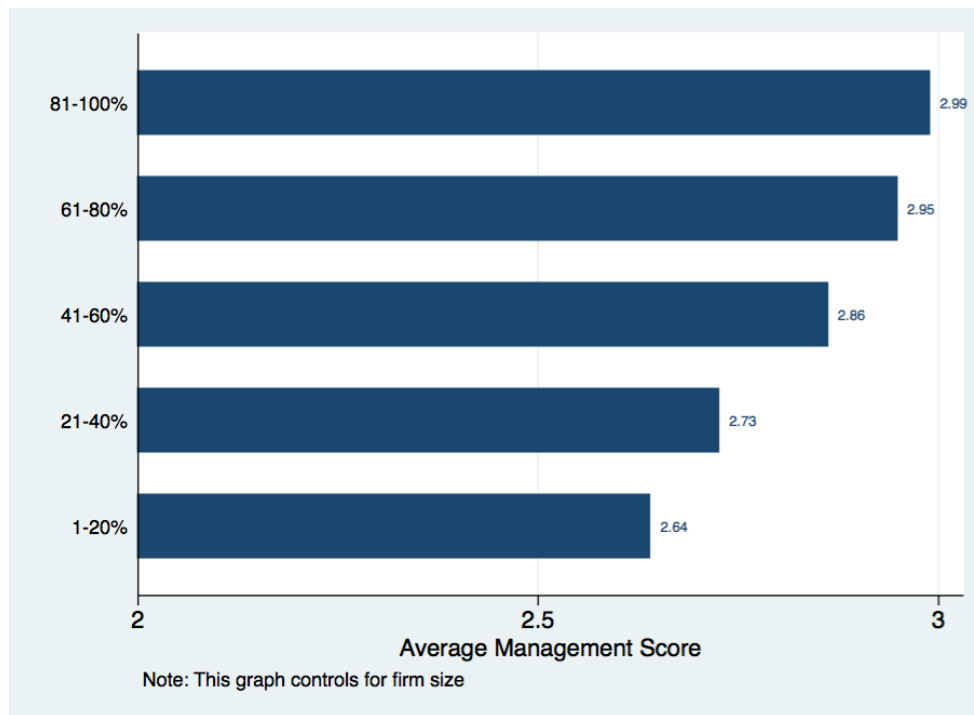
wanachofanya kila siku huathiri kampuni na jinsi inawaathiri, na wao pia watajitahidi kufanya kazi vizuri zaidi.

Building a skilled workforce in areas where the average level of schooling is generally low can be challenging. However based on our findings, it is clear that there is an added incentive for continuing education of managers as well as employees aimed at improving workforce skills. This does not necessarily mean enrolling employees in university degrees, it can mean investing in human capital development by identifying the skills most needed and offering training and workshops to address those areas. These can be as simple as classes on how to understand numbers or classes on what the company is striving to achieve, and how the employee fits into that. For example, if the manager says “we want to increase profit margins by 10%”, but the employees have no concept of what that means, it is less helpful. However, if the employee understands that, say, missing their individual production target by 2 sacks of rice in a day will reduce this profit margin by 0.5% which in turn reduces the likelihood of a wage rise, the employee would have both a better understanding of their responsibility and more motivation to reach those targets.

Kujenga wafanyakazi wenye ujuzi katika maeneo ambapo kiwango cha elimu kwa ujumla ni wa chini inaweza kuwa changamoto. Hata hivyo kulingana na matokeo ya utafiti wetu, ni wazi kwamba kuna motisha za kuendeleza na elimu ya mameneja pamoja na wafanyakazi yenye lengo la kuboresha ujuzi wa wafanyikazi. Hii haimaanishi kuwaandikisha wafanyakazi katika shahada ya chuo kikuu, inaweza kumaanisha kuwekeza katika maendeleo ya wafanyikazi kwa kutambua ujuzi wao binafsi au zinazohitajika na kutoa mafunzo na warsha ya kushughulikia maeneo hayo. Haya yanaweza kuwa kama madarasa kuhusu namna ya kuelewa idadi au madarasa ya malengo kampuni inajitahidi kufikia, na jinsi mfanyakazi anaweza kuchangia . Kwa mfano, kama meneja anasema "tunataka kuongeza kiasi cha faida kwa 10%", lakini wafanyakazi hawana dhana ya maana yake, na mwishowe haimsaidii yeyote yule. Ingawa, kama mfanyakazi anaelewa kuwa, tusema, kukosa lengo lako la uzalishaji kwa magunia 2 ya mchele katika siku itapunguza kiasi ya faida kwa 0.5% ambayo kwa upande huo mwingine inapunguza uwezekano wa kupandisha mshahara, mfanyakazi angekuwa anaelewa bora wajibu wake na motisha zaidi ili kufikia malengo hayo.

% of employees holding a university degree vs average management score of firms

Asilimia ya wafanyikazi walio na shahada ya chuo kikuu vs alama ya wastani wa usimamizi wa makampuni



Labour Market Regulations / Kanuni za soko la Ajira

Labour regulations can often be important safeguards for workers against unfair employers; however, they can also create a very rigid labor market and cause inefficiencies within a firm.

Kanuni za soko la wafanyikazi mara nyingi huwa ulinzi muhimu kwa ajili ya wafanyakazi dhidi ya waajiri; lakini pia, inaweza pia kujenga soko lisilo huria na kusababisha kukosekana kwa ufanisi ndani ya kampuni.

The *Doing Business Project* provides measures of business regulations across the world. From 2009 to 2011 the World Bank ranked countries on the ease of doing business; an important component of this index is the Rigidity of Employment Index (REI). In its ranking, the REI considers the difficulty of hiring and firing employees, scheduling nonstandard work hours, and scheduling annual paid leave.

Mradi wa *The Doing Business Project* hutoa hatua ya kanuni za biashara duniani kote. Kuanzia mwaka 2009 hadi 2011 Benki ya Dunia (World Bank) ilirekodi nchi kwa urahisi wao wa kufanya biashara; sehemu muhimu ya ripoti hii ni usugu wa vielevo vya ajira (REI). Katika nafasi yake, REI inaona ugumu wa kuandika na kufuta wafanyakazi, ratiba zisizo kiwango cha masaa ya kazi, na ratiba ya malipo ya likizo kila mwaka.

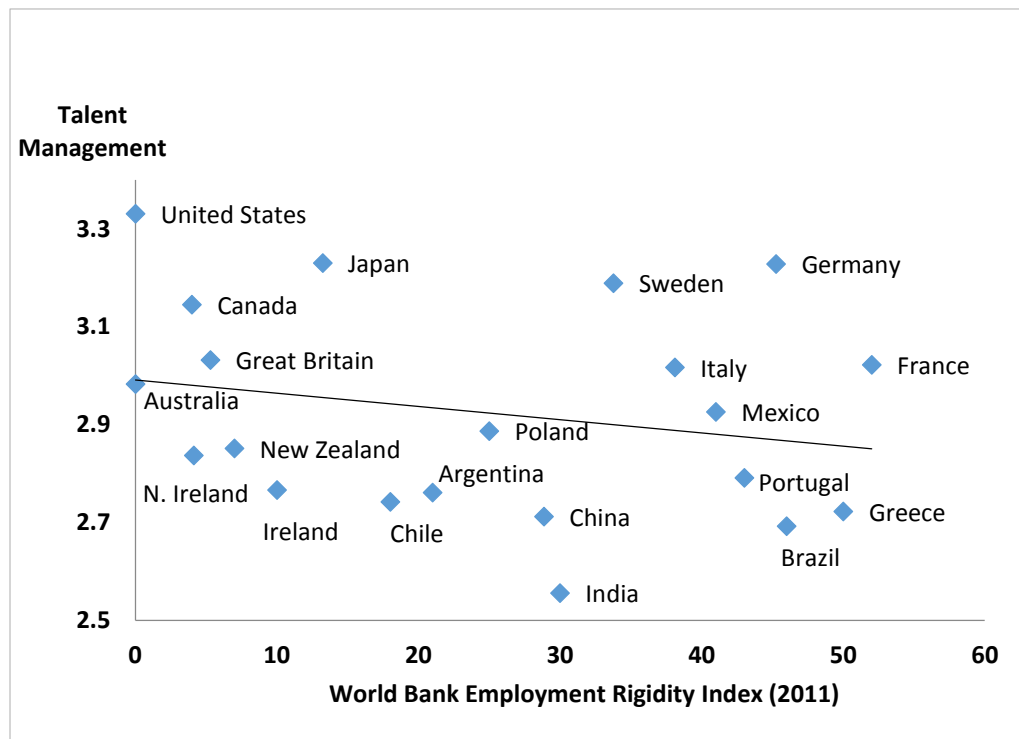
We found a correlation between a higher REI and a lower talent management score. The United States is one of the countries with the lowest REI, and also the country with the highest talent management score. On the other hand, labor market regulations did not seem to have a depressing effect on other types of management practices.

Tulipata kuona uwiano kati ya REI za juu na usimamizi wa chini wa vipaji . Marekani ni moja ya nchi yenye REI ya chini, na pia nchi yenye alama ya juu ya usimamizi wa vipaji. Kwa upande mwingine, kanuni za soko la ajira haikuonekana kuwa na athari ya kupunguza kwa aina nyingine ya mazoea ya usimamizi.

Although we understand these are, of course, out of the hands of individual managers and firms, we still believe there is a benefit to introducing *at least some* structure to talent management. For example, even if the legal labour environment does not allow for firing of poor performing employees, there should be a structure in place that a) identifies who these poor performers are; b) attempts to re-train and motivate them to do better; c) if (b) fails, then rather than firing them at the very least re-locate them to a position that will not be detrimental to productivity within the firm.

Ingawa tunaelewa kuwa haya ni, bila shaka, nje ya uwezo wa mameneja binafsi na makampuni, sisi bado twaamini kuna faida na kuanzisha angalau baadhi ya miundo ya usimamizi wa vipaji. Kwa mfano, hata kama mazingira ya kazi kisheria hairuhusu kufuta wafanyakazi wasiofaa, kuwe na utaratibu ya kuonyesha kwamba a) kubainisha wafanyikazi walio wa hali ya chini; b) majaribio ya kuwafunza upya na kuwahamasisha kufanya vizuri, c) kama (b) haitawezekana, basi badala ya kuwafuta kazi, angalau wawekwe kwenye sekta ambayo haitakuwa na madhara kwa tija ndani ya kampuni.

*Degree of labour market regulation vs talent management scores internationally
Nyuzi ya kanuni za soko la ajira vs alama za usimamizi za vipaji kimataifa*



World Bank Employment Rigidity Index (2011): Alama za usugu wa ajira kutoka kwa benki ya Dunia (World Bank) mwaka wa 2011

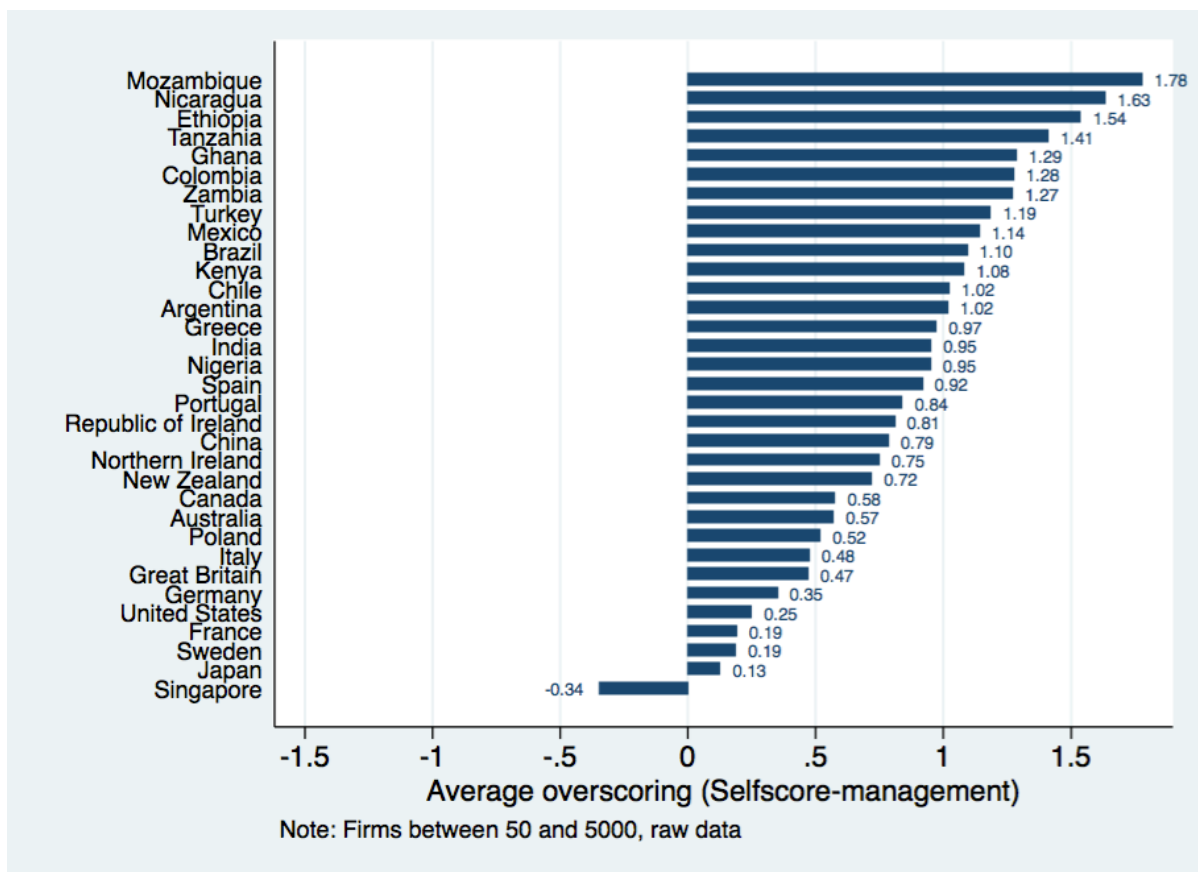
Talent Management: Usimamizi wa Vipaji

Manager perceptions and perspectives / Mitazamo na matazamia ya mameneja

An important driver of levels of structured management stems from the manager’s perception of the level of structured management of their establishment. The last question in our survey asks managers to score the level of the management practices in their firm on a scale of 1 to 10, and the average results are quite telling. It is obvious that managers across the globe believe the management practices followed by their establishments are substantially better than our measures would indicate. The main issue this raises is that, if managers are not aware of the opportunities for improvement, they are not likely to pursue any initiatives to do so. The gap across countries is shown below.

Dereva muhimu ya ngazi za muundo wa usimamizi inatokana na mtazamo wa meneja wa ngazi hizo za muundo wa usimamizi kwa kampuni yake. Swali la mwisho katika utafiti wetu linawauliza mameneja kupima kiwango cha mazoea ya usimamizi katika kampuni yao kwa skala ya 1 mpaka 10, na matokeo hayo yametufafanulia mengi. Ni dhahiri kwamba mameneja duniani kote wanaamini mazoea ya usimamizi zinazofuatwa kwa kampuni yao ni bora zaidi kuliko hatua zetu zinavyoonyesha. Suala kuu linalotokea ni kwamba, kama mameneja hawatambui uwepo wa fursa kwa ajili ya maboresho, basi hawataweza kujiingizia mipango yoyote ya kufanya maboresho hayo. Mapengo katika nchi zinaoneshwa hapa chini.

Information gap across countries / Pengo la habari katika nchi



Average overscoring (selfscore management): **Wastani wa alama meneja wamejipima (Kujipima kwa mameneja)**

REGIONAL DIFFERENCES / TOFAUTI YA MAENEO

We noticed some key differences across sets of countries in their management style.

Tumegundua baadhi ya tofauti muhimu katika seti za nchi katika usimamizi wao.

UNITED STATES & CANADA

- Good management practices, particularly strong talent management
- High managerial freedom (corporate HQ allows plant managers a lot of control over hiring and investment)
- Flat hierarchies (few managerial layers)

MAREKANI NA CANADA

- Mazoea mazuri ya usimamizi, hasa usimamizi imara wa vipaji.
- Uhuru mkubwa kwa wasimamizi (Makao makuu ya kampuni (HQ) inaruhusu mameneja wa kiwanda mengi katika udhibiti wa kuajiri na uwekezaji)
- Hakuna ngazi nyingi za usimamizi au mameneja

EUROPE

- Very wide spread of management practices
- Multinationals are typically well-run across Europe, but have characteristics of their homeland (i.e. US firms have managerial freedom, Japanese firms are very 'lean')
- Strong managerial freedom in Northern Europe, more central control in Southern Europe

ULAYA

- Aina nyingi ya mazoea ya usimamizi
- Mashirika ya kimataifa nizinaendeshwa vizuri sana Ulaya, lakini zinaendeshwa na sifa na utaratibu wa nchi yao asili (yaani kwamba, makampuni ya Marekani huwa na uhuru wa usimamizi, makampuni ya Kijapani zina michakato ya kisasa zaidi)
- Uhuru wa Usimamizi katika Ulaya ya Kaskazini, Ulaya ya Kusini inatofautiana na Ulaya ya Kaskazini hawana uhuru hivo, udhibiti kutoka makao makuu.

INDIA

- Firms in richer states/regions appear to be better managed (e.g. Tamil Nadu or Maharashtra in India, the South-East in Brazil)
- Multinationals appears to bring their strong management practices with them from Europe and the US
- The best domestic firms are as well managed as any in Europe, the US or Japan
- Limited managerial freedom with strong central support
- Makampuni katika majimbo tajiri / mikoa huonekana kuwa zimesimamiwa bora (kwa mfano Tamil Nadu au Maharashtra nchini India, Kusini-Mashariki mwa Brazil)
- Mashirika ya kimataifa inaonekana kuleta mazoea yao ya usimamizi kutoka Ulaya na Marekani
- Makampuni bora ya ndani yanasimamiwa kama yoyote yale yaliyo Ulaya, Marekani au Japan
- Mameneja wana uhuru katika usimamizi wao lakini pia udhibiti kutoka makao makuu

JAPAN

- Extremely well managed in process operations, with world class 'lean' and continuous improvement across almost all industries
- More mixed on talent management –firms often seem to struggle to deal with poor performing workers
- Strongly hierarchical structures –plant managers have limited discretion and there are many layers within firms
- **Usimamizi mzuri na wa hali ya juu katika mchakato ya kisasa, uendelezi na uboreshaji wa kipekee katika karibu viwanda vyote**
- **Katika usimamizi wa vipaji , makampuni hushindwa na la kufanya kwa wafanyikazi wanaofanya kazi ya kiwango cha chini**
- **Miundo kihierarkia ya mameneja –mameneja wa viwanda huwa na busara mdogo na kuna matabaka mengi ndani ya makampuni**

MEXICO & ARGENTINA

- Strong drive for innovation and a push towards systematic process improvements in multinational firms
- Managers often noted that the entrenched cultural norms presented a significant barrier to the implementation of people management best practices
- Despite managers' overconfidence in evaluating their firms' management practices, both present a tail of good and bad managed firms and their practices are strongly associated with firm productivity
- **Kuskumilia Uvumbuzi na kushinikiza utaratibu wa maboresho ya michakato katika makampuni ya kimataifa**
- **Wasimamizi mara nyingi waligundua kuwa kanuni za kitamaduni zilileta vikwazo vikubwa katika utekelezaji wa usimamizi bora wa wafanyikazi**
- **Ingawa mameneja wanajiamini sana katika kutathmini 'mazoea ya usimamizi ya makampuni yao' matokeo yanawasilisha makampuni yanayosimamiwa vizuri na pia vibaya na taratibu hizi zinahusishwa sana na tija ya kampuni**

CHINA

- While multinationals appear to bring their strong management practices with them, foreign joint ventures perform more poorly
- Less variation in management practices across firms, especially when compared to other Asian countries
- Firms appear to exhibit more hierarchical organizational structures, with limited plant manager discretion or control
- **Ingawa mashirika ya kimataifa kuonekana kuleta matendo yao ya usimamizi imara pamoja nao, ubia za kigeni hua hazina matokeo mazuri vile**
- **Tofauti kidogo katika mazoea ya usimamizi katika makampuni, hasa ikilinganishwa na nchi nyingine za Asia**
- **Makampuni huonyesha miundo ya kihierarkia ya shirika, meneja wa kiwanda huwa na busara au udhibiti mdogo sana**

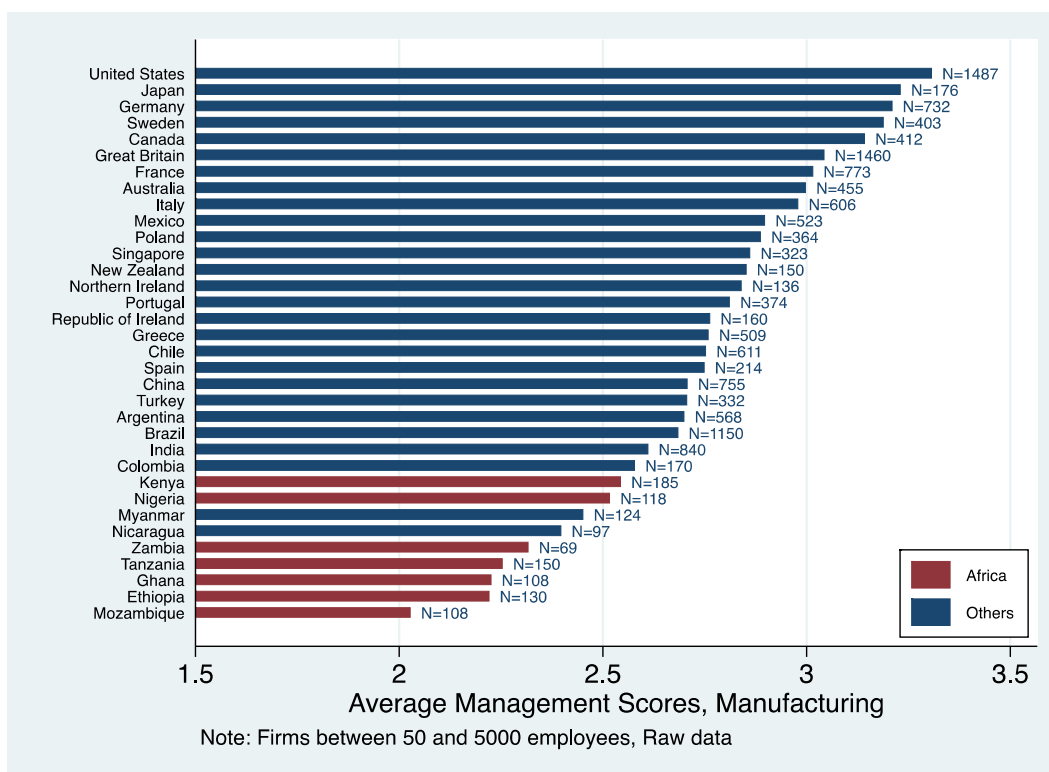
REGIONAL FOCUS: AFRICA / MAZINGATIO YA ENEO LA AFRIKA

One factor long thought to be linked to these differences is the quality of management practices implemented at the establishment level. Naturally, the management of an establishment can have a number of distinctive features. Understanding the diversity in management quality as well as its relationship with economic performance is a crucial step towards understanding the emergence and expansion of a sector, as well as its contribution to economic development as whole. However, because of dearth of good data, especially in low- and middle-income economies, it is only recently that empirical economists have started giving this topic any attention.

Moja wapo ya sababu ambazo kwa muda mrefu ulidhaniwa kuwa unahusishwa na tofauti hizi ni ubora wa mazoea ya usimamizi kutekelezwa katika ngazi ya kuanzishwa. Kwa kawaida, usimamizi wa kampuni unaweza kuwa na idadi ya sifa tofauti. Kuelewa tofauti katika usimamizi bora na vilevile uhusiano wake na utendaji wa kiuchumi ni hatua muhimu kuelekea kwenye kuelewa kuibuka na upanuzi wa sekta, kama vile mchango wake kwa maendeleo ya kiuchumi kwa ujumla. Hata hivyo, kwa sababu ya ukosefu wa habari au data nzuri, hasa katika uchumi za kipato cha chini au za kati , ni hivi karibuni tu kwamba wachumi wameanza kutoa mada hii kwa makini.

As evident from the figure below, we find management practices in Africa to be, on average, poorer than in Europe and North America but crucially not too far behind most of Latin America and Asia.

Kama dhahiri kutokana na takwimu hapo chini, tunaona mazoea ya usimamizi katika Afrika kuwa, kwa wastani, wa kiwango cha chini kuliko Ulaya na Amerika ya Kaskazini na sio nyuma sana ya Amerika ya Kusini na bara la Asia.

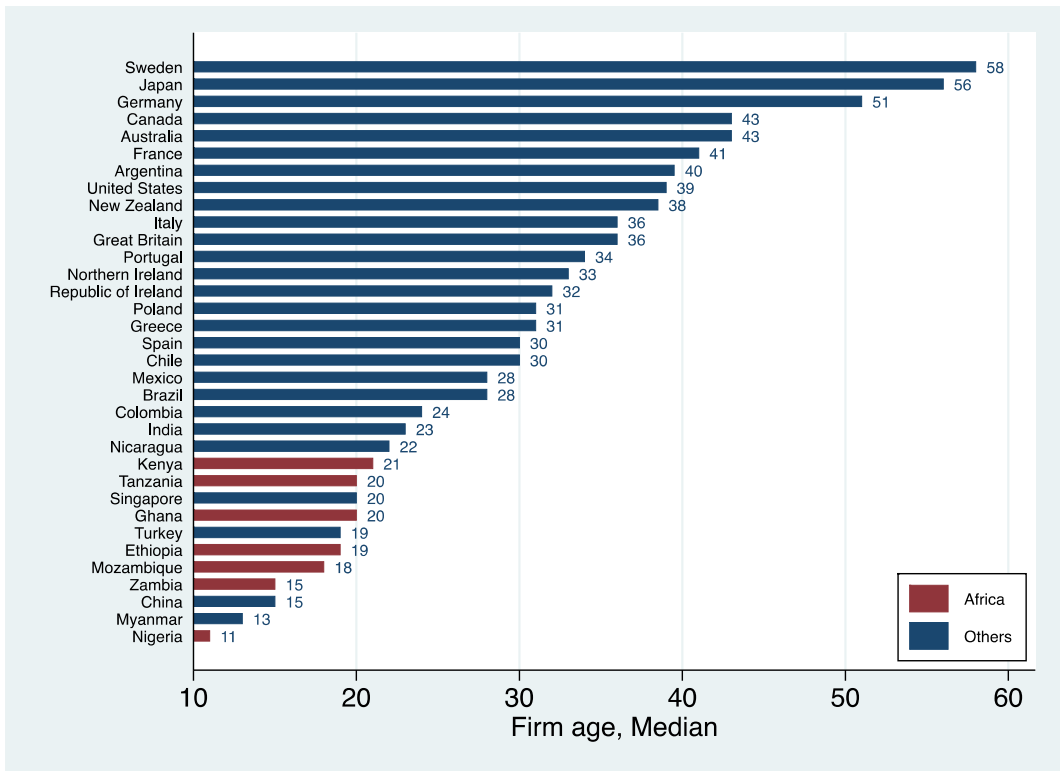


But what sort of firms are we interviewing? Our survey results indicate that the median manufacturing firm in Ethiopia is 19 years old with 230 employees. The median firm in Ghana is 20 years old with 134 employees. The median firm in Kenya is 21 years old with 200 employees. The median firm in Mozambique is 18 years old with 110 employees. The median firm in Nigeria is 11 years old with 75 employees. The median firm in Tanzania is 20 years old with 150 employees. The median firm in Zambia is 15 years old with 140 employees. For comparison purposes, the median North American firm is 40 years old and has 350 employees, the median European firm is 36 years old with 247 employees, the median Asian firm is 21 years old with 400 employees, and the median Latin American firm is 30 years old with 270 employees.

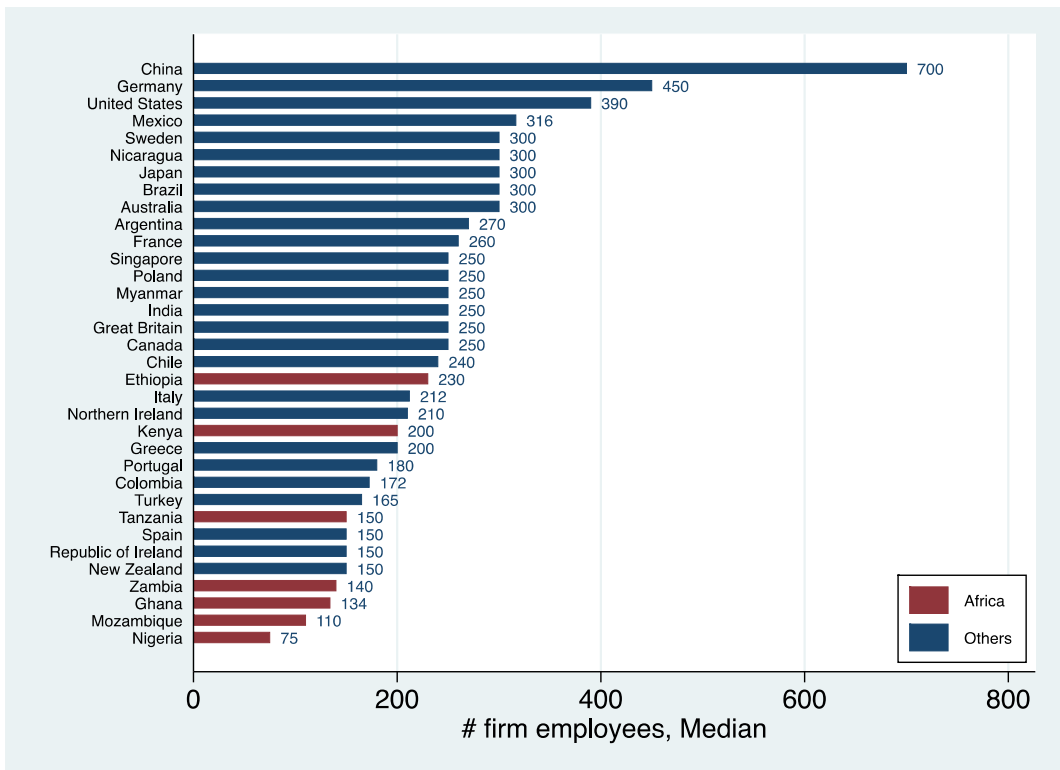
Je, ni aina gani ya makampuni tunahoji? Matokeo ya utafiti yetu inaonyesha kuwa wastani wa viwanda imara huko Ethiopia zimekuwa hapo miaka 19 na wafanyakazi 230. Wastani wa viwanda imara Ghana zina miaka 20 na wafanyakazi 134. Wastani wa viwanda Kenya zimekuwa hapo miaka 21 na wafanyakazi 200. Wastani wa viwanda imara Msumbiji ni miaka 18 na wafanyakazi 110. Wastani wa viwanda imara Nigeria kwa miaka 11 na wafanyakazi 75. Wastani wa viwanda imara Tanzania zina umri wa miaka 20 na wafanyakazi 150. Wastani wa viwanda imara Zambia zina umri wa miaka 15 na wafanyakazi 140. Kwa madhumuni ya kulinganisha, wastani wa viwanda Amerika ya Kaskazini zina miaka 40 na wafanyakazi 350, wastani wa viwanda Ulaya zina umri wa miaka 36 na wafanyakazi 247, wastani Asia kampuni zina umri wa miaka 21 na wafanyakazi 400, na wastani Amerika ya Kusini ni miaka 30 na wafanyakazi 270.

Clearly, African firms are the youngest firms at the median, and also the smallest. These two facts could be correlated of course – younger firms tend to be smaller as they have not had the time to grow and expand yet. Interestingly, the median Asian firm is not much older (at a median of 21 years) yet their firm size is over 2.5 times the median size in Africa. This is likely driven by massive factories in China, however.

Ni wazi kuwa, makampuni ya Afrika ndizo kampuni changa, na pia ndogo kiasi. Bila shakamambo haya mawili yanaweza kuwa na uhusiano - kampuni changa huwa ndogo kwajili bado hazijapata muda wa kukua na kupanuka . Jambo la kushangaza, wastani wa kampuni za Asia sio kubwa sana (katika wastani wa miaka 21) ilhali kampuni yao ya kawaida ni zaidi ya mara 2.5 ukubwa wa wastani katika nchi za Afrika. Hii ni kwa sababu kuna viwanda vikubwa katika nchi ya Uchina.



Firm Age, median: **Umri wa Kampuni, wastani**



Firm employees, median: **Wafanyikazi katika kampuni, wastani**

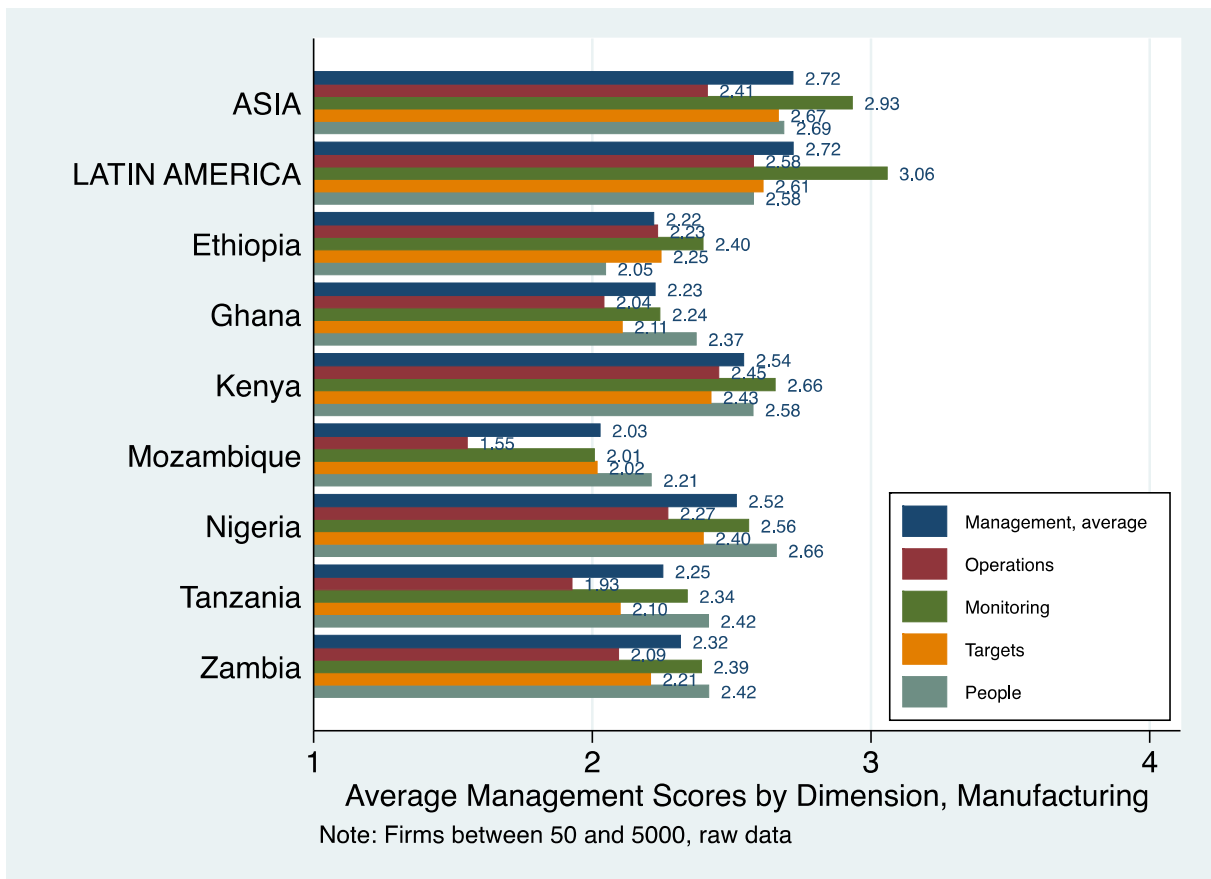
Firm performance by management area: Africa / Utendaji wa makampuni na eneo ya usimamizi: Afrika

Beyond simply looking at the average level of structured management in firms across countries, it is also important to look *within* the management index into its different components. As mentioned before, we separate the management index into four different parts: operations, monitoring, targets and talent/people management. Comparing Africa with the two largest competitor markets, Latin America and Asia, African countries have significant room for improvement. Considering the age and scale of firms in both of these continents, it is not surprising that this is the case. More specifically, we see a strong correlation between firm age and management (firms take a few years of maturity to fully implement practices, so younger firms tend to have less of them), and also a strong correlation between firm size and management (larger firms tend to have more structures in place).

Zaidi ya kuangalia tu wastani wa kiwango cha muundo wa usimamizi katika makampuni nchini mbalimbali, pia ni muhimu kuangalia vielezo vya usimamizi katika sehemu yake tengoo. Kama ilivyoelezwa awali, tunaigawanyisha vielezo vya usimamizi katika sehemu nne tofauti: shughuli, ufuatiliaji, malengo na vipaji / usimamizi wa watu. Tukiilinganisha Afrika na masoko mawili shindani makubwa zaidi, Amerika ya Kusini na Asia, nchi za Afrika zina nafasi kubwa ya kujiboresha. Tukizingatia umri na ukubwa wa makampuni katika mabara hayo, haishangazi kuwa hiki ndicho kina. Zaidi hasa, tunaona uhusiano mkubwa kati ya umri wa kampuni na usimamizi (makampuni huchukua miaka michache ya ukomavu kutekeleza mazoea vikamilifu, tofauti ya makampuni madogo), na pia uhusiano mkubwa kati ya kampuni ya kawaida na usimamizi (makampuni makubwa huwa na miundo zaidi katika taratibu zao).

Operations measures the degree to which modern manufacturing processes have been implemented as well as the rationale behind implementing these practices. **Africa's average score in operations is 2.11.** An average score of 2.11 implies that, in the average firm, few modern manufacturing processes have been implemented, and if they have been implemented it has been done so informally. Further, this score implies that firms consider little more than simply profits (ie. "the bottom line") as a reason to implement these practices, though they might have started to realize the importance of being "ahead of the curve" when it comes to innovative practices. Often firms may implement these to follow what other firms have done in order to "stay in the game."

Uendeshaji hupima kiwango ambacho michakato ya kisasa ya viwanda yamekuwa yakitekelezwa ikiwa ni pamoja na mantiki ya kutekeleza vitendo hivi. Alama ya wastani katika operesheni za viwanda, ya Afrika ni 2.11. Alama ya wastani wa 2.11 ina maana kwamba, katika kampuni, michakato chache ya kisasa ya viwanda zimetekelzwa, na kama zimetekelzwa kwa njia zisizo rasmi. Zaidi ya hayo, alama hii ina maana kwamba makampuni hufikiria kidogo tu zaidi kuliko faida (yaani, "Bottom line") kama sababu ya kutekeleza vitendo hivi, walidhani wameanza kutambua umuhimu wa kuwa "mbele ya mrundo" linapokuja na mazoea ya ubunifu. Mara nyingi makampuni yanaweza kutekeleza haya yakifuata yale makampuni mengine yamefanya ili "kukaa katika mchezo."



Average management scores by dimension, manufacturing: **Alama za wastani za usimamizi kwa ukubwa, viwanda.**

Management, average: **Usimamizi, wastani**

Operations: **Shughuli za kiwandani**

Monitoring: **Ufuatiliaji**

Targets: **Malengo**

People: **Watu, wafanyakazi**

In terms of monitoring, **the average score for Africa is 2.40**. This implies that the average firm has a few key performance indicators (KPIs), probably just enough to track main production figures, and some data on these is collected on a regular basis, though probably not quite often enough (ie. monthly) and they are only available to senior managers. It also implies there is likely a regular manager meeting in place to review these KPIs, but the structure and timing of the meetings is informal and communication of results to other employees is incomplete or non-existent. For a score of 4 or higher in monitoring there should be a good set of KPIs that are measured as continuously as possible and the main ones are displayed on the shop floor so all employees can see them. These are then reviewed at least weekly in a regular and structured management meeting, where problems are identified and root causes found and dealt with. The results of these meetings are then clearly communicated to (and understood by!) the rest of the staff to ensure continuous improvement.

Katika suala la ufuatiliaji, alama ya wastani kwa Afrika ni 2.40. Hii ina maana kwamba kampuni wastani ina viashiria chache muhimu vya tendaji (KPIs), pengine tu ya kutosha kufuatilia takwimu kuu ya uzalishaji, na baadhi ya data juu ya haya na zinazokusanywa mara kwa mara, ingawa pengine sio mara za kutosha (kwa Mwezi) na zinapatikana tu kwa mameneja waandamizi. Pia ina maana kuna uwezekano kuwa mara kwa mara kuna mikutano wa kimeneja na kupitia KPIs hizi, lakini muundo na muda wa mikutano sio rasmi na mawasiliano ya matokeo kwa wafanyakazi wengine ni pungufu au haupo. Kwa alama ya 4 au zaidi katika ufuatiliaji ni sharti kuwe na seti nzuri ya KPIs ambayo itapimwa kila mara kwa mfululizo na zilizo kuu kuonyeshwa kwenye kiwanda ili wafanyakazi wote wapate kuona. Hizi basi

huangaliwa upya angalau kila wiki katika mkutano wa kawaida na muundo wa usimamizi, ambapo matatizo hutambuliwa na sababu kupatikana na kushughulikiwa. Matokeo ya mikutano hii huwasilishwa kwa (na kueleweka !) na wafanyakazi ili kuhakikisha uboreshaji umeendelea.

The average score for Africa for target-setting is 2.23. This implies that the firms have at least a couple of targets, albeit informal and not quite precise enough. These targets that are perhaps 'broad objectives' rather than actionable and measurable targets with clear time frames. For a score of 3 or above in target-setting firms also need to have a good rationale for benchmarking their targets such that these targets are economically important, and challenging yet achievable for the managers and employees. However, this later point is naturally harder to achieve if the targets are not measurable and actionable in first place. Further, firms need to also have a system where all employees not only understand the targets, but also understand their role in achieving these targets. For example, having a target that is clear and actionable such as "Increase ROCE by 1% in the next fiscal year" is very good in terms of being measurable, concrete and with a timeline attached, but it would only be clear if the employee understands the concept of ROCE. For a better score here there should be a link created between this target and individual employees' day-to-day responsibilities.

Alama ya wastani ya Afrika ya kuseti malengo ni 2.23. Hii ina maana kwamba makampuni hayo yana malengo kadha wa kadha, japo rasmi na si sahihi kihakika. Malengo hayo ambayo pengine ni malengo mapana' kuliko malengo tendeti na za kupimika zilizo na muda muafaka. Kwa alama ya 3 au ya juu katika makampuni mpaka kuwe na malengo yaliyo na msingi mzuri kwa ajili ya kutegeshea na kujilinganisha na makampuni mengine malengo hayo ni muhimu kiuchumi, na zenye changamoto ilhali zinaweza kutimizwa na mameneja na wafanyakazi. Hata hivyo, hatua hii kwa kawaida ni vigumu kufikia kama malengo hayapimiki na si tendeti. Zaidi ya hayo, ni muhimu makampuni kuwa na mfumo ambapo wafanyakazi wote mbali kuelewa malengo, ni sharti pia waelewe wajibu wao katika kufanikisha malengo hayo. Kwa mfano, kuwa na lengo lililo wazi na tendeti kama vile "Kuongeza ROCE kwa 1% katika mwaka ujao " ni nzuri sana katika suala la kuweza kupimika, hakika na ilio na ratiba , lakini itaeleweka tu iwapo mfanyakazi anaelewa dhana ya ROCE. Kwa alama bora ni heri kuwe na kiungo kitakacho undwa kati ya lengo hili na majukumu ya mtu binafsi ya wafanyakazi siku baada ya siku.

Finally, **the average score for people management in Africa is 2.40.** This implies that the average firm is not proactive in dealing with poor performers or high performers, but that some informal processes are starting to take root. With poor performers, a score between 2 and 3 implies that the average firm has a weak system of identifying poor performers and that they stay in their role without much consequence for a while before they are identified. Once they are identified, however, there is a basic system in place that eventually allows managers to move them from their role into another role, but this process is usually lengthy and not particularly well documented. Further, a score of 2.40 implies that the average firm is not aware of the importance of attracting and keeping talented people in their firm, offering very few *differential* opportunities to their top staff and doing little to try and maintain their best people. The manager may try to do many things informally, but there is no set process to handle these different levels of employee productivity.

Hatimaye, alama ya wastani wa usimamizi wa wafanyikazi Afrika ni 2.40. Hii ina maana kwamba kampuni haichukui hatua za ziada katika kukabiliana na watendezi dhaifu au watendezi shupavu, lakini kuwa baadhi ya taratibu zisizo rasmi zinaanza kukita mizizi. Kwa watendezi dhaifu, alama kati ya 2 na 3 ina maana kwamba kampuni ina mfumo dhaifu wa kutambua watendezi dhaifu na kwamba wao hukaa katika nafasi zao bila matokeo kwa muda mrefu kabla ya kutambuliwa. Punde wanapotambuliwa hata hivyo, kuna mfumo wa kimsingi ambao unaruhusu wasimamizi wao kuwatoa katika majukumu walionayo na kuwaeka katika nafasi nyingine, lakini mchakato huu kwa kawaida huchukua muda mrefu na hakuna kumbukumbu zinawekwa. Zaidi ya hayo, alama ya 2.40 ina maana kwamba kampuni hazina ufahamu wa umuhimu wa kuvutia na kuwaeka watu wenye vipaji katika kampuni zao, ikiwapa fursa

chache sana wafanyakazi walio juu na kutofanya Zaidi kujaribu kudumisha watu wao bora. Msimamizi anaweza kujaribu kufanya mambo mengi rasmi, lakini hakuna mchakato sahihi ulio wekwa kushughulikia ngazi hizi tofauti za tija ya ufanyakazi.

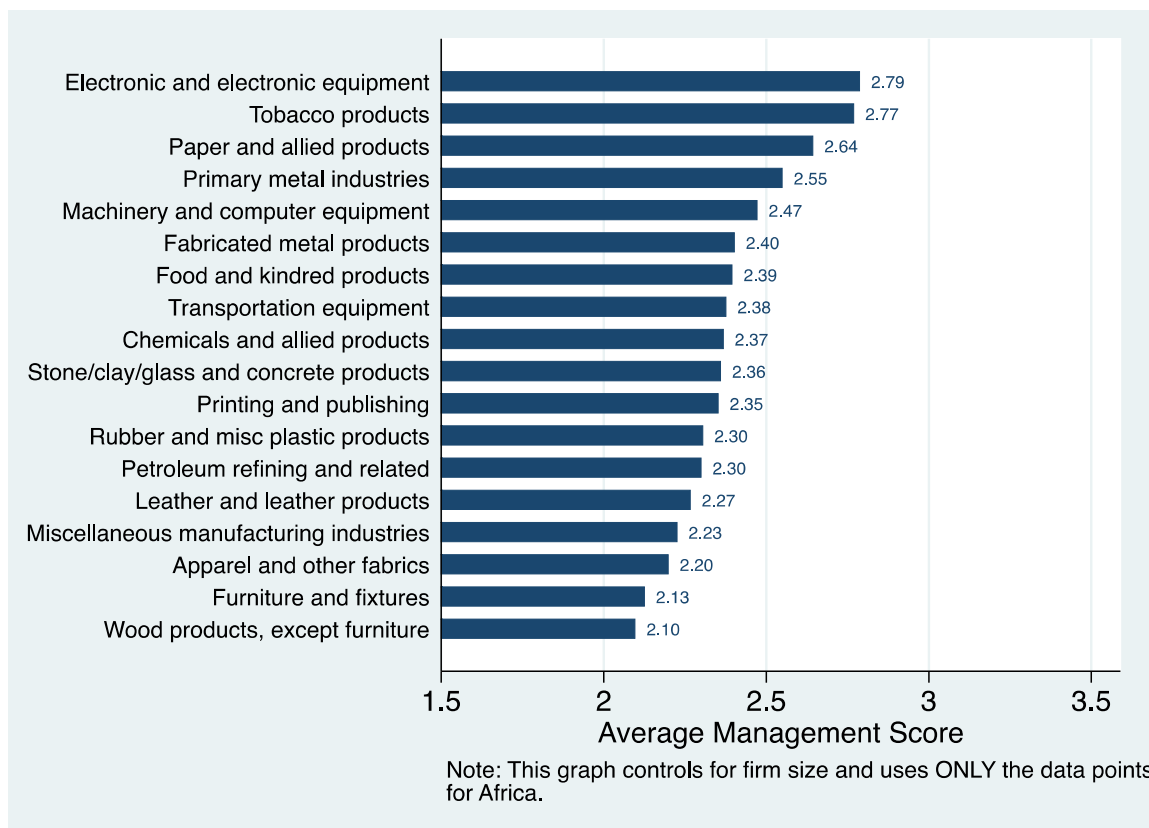
Firm performance by industry: Africa / Utendaji wa makampuni na sekta: Afrika

Another important stylized fact that has arisen from our research is that, within manufacturing, there are some sub-industries that on average tend to have higher or lower levels of structured management. Generally high-tech sub-industries such as electronics and computers seem to have more management structures in place, while lower-tech industries such as furniture and textiles are at the lower end of the management score ranking.

Jambo lingine muhimu ambalo kwamba limetukia kutokana na utafiti wetu ni kwamba, ndani ya viwanda, kuna baadhi ya viwanda vidogo, ambazo kwa wastani huwa na viwango vya juu au chini vya muundo wa usimamizi. Kwa ujumla viwanda vidogo, zilizo maarufu kiteknolojia, kama vile vya elektroniki na tarakilishi zinaonekana kuwa na miundo bora zaidi ya usimamizi, ilhali viwanda vidogo, na vidogo kiteknolojia pia kama vile samani na nguo ziko katika nafasi ya mwisho kwenye alama ya cheo ya usimamizi.

When we look at the types of industries in Africa, the pattern of lower average scores starts to become clearer. The lowest ranking 5 sub-industries account for 15% of the sample, and a quarter of the sample is dominated by "Food and kindred products" (which, on the general sample is one of the lowest ranked industries in terms of management practices).

Tukiangazia aina ya viwanda barani Afrika, tunaona mfano wa alama za chini za wastani zikianza kuwa wazi. Viwanda vitano vya nafasi ya chini zinajumuisha 15% ya sampuli, na robo ya sampuli inaongozwa na "Chakula na bidhaa jamaa" (ambayo, katika sampuli jumla ni moja kati ya viwanda zilizo nafasi ya chini katika suala la mazoea ya usimamizi).



Average management score: **Wastani wa alama za usimamizi**

Note: This graph controls for firm size and uses only the data points for Africa

Kumbuka: Grafu inadhibiti kwa ukubwa wa kampuni na inatumia pointi za data za Afrika

Electronic and electronic equipment **Vifaa vya umeme na elektroniki**

Tobacco products: **Bidhaa za tumbaku**

Paper and allied products: **Karatasi na bidhaa jamaa**

Primary metal industries: **Viwanda vya chuma**

Machinery and computer equipment: **Mashine na vifaa vya kompyuta**

Fabricated metal products: **Bidhaa za chuma**

Food and kindred products: **Chakula na bidhaa jamaa**

Transport equipment: **Vifaa vya usafiri**

Chemicals and allied products: **Kemikali na bidhaa jamaa**

Stone/clay/glass and concrete products: **Mmawe / udongo / vioo na bidhaa halisi**

Printing and publishing: **Uchapishaji na utoaji**

Rubber and misc plastic products: **Mpira, plastiki na bidhaa jamaa**

Petroleum refining and related: **Usafishaji wa mafuta ya petrol na bidhaa jamaa**

Leather and leather products: **Ngozi na bidhaa za ngozi**

Miscellaneous manufacturing industries: **Viwanda**

Apparel and other fabrics: **Mavazi na vitambaa vingine**

Furniture and fixtures: **Samani na fixtures**

Wood products except furniture: **Bidhaa za mbao ispokuwa samani**

CONCLUDING POINTS / MAHITIMISHO

If we accept the link between firm management and productivity, these findings suggest that poor management practices could be a factor behind the lower levels of productivity in many countries. This is also an opportunity for policy development: many improvements in management practices can be effected with relatively low capital investment, which is particularly important in low- and middle-income economies such as those in Africa.

Tukikubali uhusiano kati ya usimamizi wa kampuni na tija, matokeo haya yanaonesha kwamba mbinu duni za usimamizi zinaweza kuwa sababu ya kiwango cha chini cha tija katika nchi nyingi. Hii pia ni fursa ya maendeleo ya sera: maboresho mengi katika mazoea ya usimamizi inaweza kusababishwa na uwekezaji mdogo, ambayo ni muhimu hasa katika nchi za vipato vya chini au kati kama vile Afrika.

Understanding the drivers of better management in establishments is a fruitful area for policy development. The main policy relevance of this academic work stems from the fact that many of the best practice management changes do not require a high level of physical capital investment, but rather an investment on the part of the owners/managers to drive a deep culture change within their firm to change *processes* of doing things.

Kuelewa msukumo wa usimamizi bora katika taasisi ni eneo zazi kwa ajili ya maendeleo ya sera. sera kuu ya umuhimu wa kazi hii ya kitaaluma inatokana na kujua kwamba mazoezi ya usimamizi yale bora hayahitaji kiwango cha juu ya rasilimali au uwekezaji, lakini badala ya uwekezaji katika sehemu ya wamiliki / mameneja ,heri mabadiliko ya kitamaduni ndani ya kampuni yao na mabadiliko ya michakato ya kufanya mambo.

We hope this report will serve as a first step towards critically assessing the management structures in place in your firm, and we greatly welcome any comments and views you would like to share. As mentioned in the opening letter of this report, please get in touch with us at cep.managementproject@lse.ac.uk with your comments and questions.

Tunatarajia ripoti hii itatumika kama hatua ya kwanza kuelekea kwa kutathmini miundo ya menejimenti katika kampuni yako, na tunakaribisha maoni yenu ili tushirikiane nanyi. Kama ilivyoelezwa mwanzoni mwa barua ya ripoti hii, tafadhali wasiliana nasi kupitia cep.managementproject@lse.ac.uk ikiwa una maoni au maswali.

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