

**Report of the Second Training Course
on
National Government Administration
for
Tanzanian Officials**

F.Y. 1994

June 30, 1995

**Japan International Cooperation Agency
National Personnel Authority**

Japan Association for Civil Service Training and Development

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I. Training Program

1. Preface

This course is organized by the Japanese government as a part of its technical cooperation programs for the United Republic of Tanzania.

The course is conducted by the National Personnel Authority (NPA) and the Japan International Cooperation Agency (JICA).

2. Background/Purpose/Objectives

Background

The United Republic of Tanzania changed its national policy of socialism in 1986, and since then it has been conducting large-scale reforms aimed at a market-oriented economy according to the structural adjustment plan presented by IMF and the World Bank, the so-called Economic Reform Plan. As a part of its reforms, Tanzania has made a concrete plan for economic and human development and is making efforts to put it into execution. Above all, reducing the number of employees in its national government and parastatals, which had increased continuously, and their efficient administration are vital factors in cutting expenditures in the public sector.

Under these circumstances, JICA sent a mission to Tanzania to collect background information about the reform plan in Tanzania. The mission received requests from the Tanzanian government for a training course for its government officials with a curriculum comprised of reduction of the number of employees in the public sector and of efficient and effective administration, and also for a specialist in the field of reform of the civil service system.

In answer to these requests, the Japanese government has arranged this training course and has sent a specialist from the NPA.

Purpose

The purpose of the course is:

- (1) to introduce the participants to how the public sectors in Japan have attained relatively efficient and effective administration and encouraged economic and social development;
- (2) to improve the professional abilities of executive officers who play key roles in the formation and implementation of policy.

Objectives

In line with the above purpose, the participants are expected to:

- (1) comprehend Japanese administration and civil service system, administration reform of the Japanese government, fiscal and budgetary system, personnel management, privatization and restructuring;
- (2) comprehend economic policies which have led to Japanese economic prosperity and development policies in various countries;
- (3) gain a feeling for Japanese society and culture under which Japanese development has been attained.

3. Duration

From February 21 to March 15, 1995

4. Administering Agencies

- (1) Japan International Cooperation Agency
Operations Division
Institute for International Cooperation (IFIC)
10-5, Ichigaya-Honmura-cho, Ichigaya, Shinjuku-ku, Tokyo 162 Japan
Tel.: 81-3-3269-3022
Fax.: 81-3-3269-2054
- (2) National Personnel Authority
2-1-2, Kasumigaseki, Chiyoda-ku, Tokyo 100 Japan
Tel.: 81-3-3581-5311
Fax.: 81-3-3580-6092
- (3) Japan Association for Civil Service Training and Development
4-25-4, Shimbashi, Minato-ku, Tokyo 105 Japan
Tel.: 81-3-3459-6708
Fax.: 81-3-3459-6709

5. Training Institution and Facility

Training Institution

International Affairs Division, National Personnel Authority
2-1-2, Kasumigaseki, Chiyoda-ku, Tokyo 100 Japan
Tel.: 81-3-3501-1067 Fax: 81-3-3580-6092

The National Personnel Authority (NPA) was established as a central personnel agency in 1948.

The NPA, as an independent administrative commission under the Cabinet, is responsible for the administration of the personnel programs of the Japanese government.

The NPA plays a key role in the field of training of government personnel by coordinating training programs of the ministries and agencies and conducting inter-ministerial administrative training programs for potential senior executives.

The International Affairs Division is the sole body within the NPA acting as a channel for communication with foreign countries. As a part of its activities, the division conducts international training courses with the aim of assisting foreign countries to improve their own government administration.

Training Facility

Institute for International Cooperation (IFIC), JICA
10-5, Ichigaya-Honmura-cho, Shinjuku-ku, Tokyo 162 Japan
Tel.: 81-3-3269-2911 Fax.: 81-3-3269-2054

Accommodation

Institute for International Cooperation (IFIC), JICA
10-5, Ichigaya-Honmura-cho, Shinjuku-ku, Tokyo, 162 Japan
Tel.: 81-3-3269-2911

6. Qualifications of Applicants

Applicants should:

- (1) be nominated by the Tanzanian government;
 - (2) be ranked as senior-class officials (assistant division director or above) who are in charge of personnel policy formation in the Tanzanian government;
 - (3) have a university degree or equivalent;
 - (4) have a good command of spoken and written English;
 - (5) be not less than thirty and not more than forty-five years of age; and
 - (6) be in good health, both physically and mentally, to undergo this training course.
- Pregnancy is regarded as a disqualifying condition for participation in this course.

7. Participants

17 Tanzanian government officials (referring to Annexed Paper A)

8. Language

The course is conducted in English.

9. Study Hours & Place

- (1) Study hours
10:00-12:30 and 14:00-16:30 from Monday to Friday.
- (2) Study place
Seminar room at the Institute for International Cooperation

10. Responsible Officers

- (1) Course leader: Mr. Atsuki Tokuyama (NPA)
- (2) Coordinator: Ms. Atsuko Ando (JICA)
- (3) Organization:
 1. Institute for International Cooperation, JICA
 - Mr. Kazutoshi Iwanami, Managing Director
 - Mr. Masaaki Otsuka, Director, Operations Division
 - Mr. Yutaka Noshiro, Deputy Director, Operations Division
 - Ms. Chisako Suzuki, Training Officer, Operations Division
 2. Japan Association for Civil Service Training and Development
 - Mr. Kenzo Hattori, President
 - Mr. Masanobu Arao, Director, General Affairs Department

11. Outline of the Curriculum

(1) Lectures;

- "The Civil Service System in Japan"
- "Morals and Morale"
- "Function of the Japanese Cabinet"
- "Budgetary Management and Financial Reform"
- "Manpower and Structure Control in Government"
- "Recent Changes in Japanese Personnel Management"
- "Privatization and Restructuring"
- "Development and Administration in Developing Countries"
- "Basis for Agricultural Development in Japan"

(2) Visits to;

- Planning and Coordination Division, Bureau of Administrative Services, NPA
- JR East Offices and Tokyo Station
- Hiroshima Peace Memorial Museum and Peace Memorial Park
- Hiroshima Central Wholesale Market
- Takata Agricultural Cooperative
- Itsukushima Shrine (Miyajima Island)

(3) Discussion;

- "Political and Economic Trends and the Present Situation in Tanzania"
- "Civil Service Reforms in Tanzania"
- "Comparison of the Japanese and Tanzanian Public Sectors"

12. Orientation

(1) Orientation by JICA

- 1) Date: February 23 and 24, 1995
- 2) Contents:
 - General orientation of course administration;
 - Education in Japan;
 - Japanese Society and People
 - Japanese Economy
 - Japanese Political System and Administration
 - History of Japan
 - Sightseeing Tour in Tokyo

(2) Orientation of Curriculum by Course Leader

- 1) Date: February 22, 1995
- 2) Contents:
 - Explanation of curriculum describing objectives of lectures and study tours

13. Schedule of the Program

See the Annexed Paper B

II Opening Ceremony

1. Opening Ceremony

- (1) Place Institute for International Cooperation
- (2) Time 10:00-10:30, February 27, 1995
- (3) Ceremony
 - 1. Opening Address
by Mr. Takeshi Ogi, Deputy Director-General, Bureau of Administrative Services,
National Personnel Authority
 - 2. Welcome Speech
by Mr. Hiroyoshi Ihara, Managing Director, Department of Training Affairs, Japan
International Cooperation Agency
 - 3. Reply Address
by Mr. Said Mohamed Hussein, Commissioner of Public Investment, Department of
Public Investment, Ministry of Finance, Zanzibar

2. Courtesy Call on Secretary General of the National Personnel

Authority

- (1) Place Secretary General's office
- (2) Time 16:30-17:00, March 1st, 1995
- (3) Ceremony
 - 1. Welcome Address
by Mr. Seinosuke Niwa, Secretary General of the National Personnel Authority
 - 2. Reply Address
by Mr. Anastase R. Rwegayura, Director of Administration and Personnel, Ministry of
Foreign Affairs and International Cooperation

3. Welcome Party hosted by Director-General of National Personnel

Authority

- (1) Place
Toranomom Pastoral
- (2) Time
18:00-19:20, March 1st, 1995
- (3) Ceremony
 - 1. Welcome Address
by Mr. Koichiro Yamasaki, Director-General, Bureau of Administrative Services,
National Personnel Authority
 - 2. Reply Address
by Mr. Crispin H. Magogo, Director of Research, Recruitment and Training, President's
Office

Opening Address

Mr. Takeshi OGI
Deputy Director-General
Bureau of Administrative Services
National Personnel Authority

Ladies and gentlemen,

It is a great pleasure and honor for me to address this opening ceremony of the Training Course on National Government Administration for Tanzanian Officials. On behalf of the Government of Japan, I would like to extend a warm welcome to each of you. At the same time, I wish to express our sincere gratitude to the Japan International Cooperation Agency, the Japan Association for Civil Service Training & Development and all other agencies concerned for their great contributions to this course.

Since the end of the Cold War, the societies and economies of developing countries have changed and diversified with the consequence that they now differ dramatically from those of 1960s and 1970s. Some developing countries, particularly those in Asia, have achieved rapid economic growth and improved income distribution. In contrast, however, many developing countries still remain hampered by economic stagnation and poverty.

There seems to be no argument regarding development issues

which denies the importance of the role of government. The government has to play a vital role in providing social and economic policies and in building up an effective infrastructure, as well as in enlarging the educational opportunities for people. In this regard, the government should keep capable officials in it, who can manage well the function of the government. Human resources development in the government, therefore, is one of the key issues for effective and efficient administration.

It is my wish, ladies and gentlemen, that our Tanzanian guests will gain some insights into these matters through this training course. I hope that, through the lectures, discussions, and also through studying our experiences, you will obtain some ideas about the further development in your country.

Although three weeks is probably not enough to observe and understand an entire country, I hope that your stay in Japan will be fruitful.

In closing, let me thank again all the parties concerned for the time and energy they are contributing to this course, and extend my wishes for a pleasant stay here in Japan to our guests from Tanzania.

Thank you very much and the best of luck to all of you.

Welcome Speech Delivered by Mr. Hiroyoshi IHARA

Managing Director,
Training Affairs Dept.,
JICA

Distinguished Guests, Dear Participants, Ladies and Gentlemen, it is my great pleasure to be here today at the opening ceremony of training course of National Government Administration for Tanzania Officials. This course was specially designed by Japan International Cooperation Agency with a full support from National Personnel Authority of the Japanese Government in order to properly respond to the needs of your country to promote capacity building in government officials.

Among others, training has been always playing a key role in JICA's technical cooperation programmes since the Japanese Government took a step into official development assistance far back in 1954. In May of last year, the number of participants in JICA's training programme has exceeded 100,000. In this fiscal year, about 7200 participants excluding those under the youth exchange programme from more than 140 countries all over the world have taken trainings in Japan. As far as african countries are concerned, we will have received about 1000 participants in the current fiscal year, and the allocation for Tanzanian participants is ranked second only after Kenya with about 80 every year, which illustrates how we put importance on the cooperation with your country. It is also noted that the accumulated number of Tanzanian participants reached 1000 in this fiscal year.

We are now making a trial on the establishment of Human Resources Development Initiative for respective countries purely from the viewpoint of technical cooperation within a capacity endowed to JICA by the Japanese Government. This training course is organized in line with this initiative and the very first course for African countries. The performance of this course, therefore,

will undoubtedly affect on the future of this initiative.

Your country with beautiful and undisturbed natural landscape and friendly people is one of the Japanese most admiring countries in Africa. Apart from those natural characters, we have also witnessed the efforts of the Tanzanian Government reforming its political and economical systems to comply with a new wave taking place in a global scale despite a confrontation with tremendous and unprecedented difficulties. We, Japanese, highly respect the commitment and courage of the Tanzanian Government to tackle such formidable tasks, and at the same time, we are pleased to see that the transition process has been so far successfully implemented. In this context, we would like you to keep it in mind that we are always happy to lend our hands out whenever necessity arises to assist you.

In Japan it is time for the people to meet with Spring after dark and cold months of Winter especially for those who are suffering from serious damages caused by the recent earthquake. We are believing in the people's wisdom that only after surviving through hardship of life all the lives would flourish more strongly and beautifully. I do hope you have chances to enjoy cherry blossoms during your stay in Japan, and the fruits of national prosperity back in your country before long.

At the closing of my address, I would like to express our heartfelt appreciation to National Personnel Authority of the Japanese Government who are continuously supporting JICA not only by the implementation of this training course but also by the dispatchment of Mr. Ogura as an advisor to the Civil Service Department of the Tanzanian Government.

Thank you very much for your close attention.

MR. OGI
DEPUTY DIRECTOR GENERAL
BUREAU OF ADMINISTRATIVE SERVICES NPA

MR. IHARA
MANAGING DIRECTOR
TRAINING AFFAIRS DEPARTMENT JICA

MR. HATTORI
CHAIRMAN
JAPAN ASSOCIATION FOR CIVIL SERVICE TRAINING AND DEVELOPMENT

DISTINGUISHED GUESTS

DEAR PARTICIPANTS
LADIES AND GENTLEMAN

On behalf of my fellow participants, the government of Tanzania and on my own behalf, I would like to express my sincere thanks to the government of JAPAN, NPA, and JICA for the great study opportunity that we will receive for the time that we will be here and for the warm welcome since we arrived.

As JICA scholarship recipients we will witness the efficiency of this International Cooperation Agency at work. We have benefited from JICA's 20 years practical experience in organizing and supervising studies for international students in a variety of fields.

Within the time scheduled for our course, we will witness the practical realization of JICA's main goals--that of transmitting technical cooperation to its programme participants and hence contribute to the development of human resources in the advancement of developing countries and the promotion of mutual understanding and friendship between people of different nationalities.

Mr. Deputy Director General, Bureau of Administrative Services (NPA), JAPAN in the minds of many of us, used to be a mystic land best learned in fairy tales and movies. The land where the unthinkable happen and where people unit and work like bees.

Thanks for JICA, this fairy-tale view has been matched with reality. We will see JAPAN, we are in JAPAN, we have now met with Japanese people of different ages and experience.

For the short time now we have been able to feel and live in JAPAN through the hospitality of JICA.

Mr. OGI, Fellow Programme Participants allow me on behalf of my colleagues from TANZANIA to extend our heartfelt appreciation to all organizers and lectures of general orientation program which was held from 23 February up to 25 February at TIC. During that short time we have learned a lot of things which will facilitate our program easily.

I'm sure during our time that we will be here we are expected to observe and :---

- 1) To understand Japanese Administration and Civil Service System, Administration Reform of Japanese Govt, Fiscal Policies, Personnel Management, Privatization and Adjustment of Work Force.
- 2) To know Macro Economic Policies which have led to Japanese economic prosperity and development policies in Developing countries
- 3) Gain a feeling for Japanese society and culture under which Japanese development has been attained.

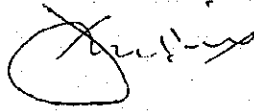
Lastly, we will practical see how the public sectors in Japan have attained relatively efficient and effective administration.

Mr. D/Director, as you know that our government (Tanzania) has changed her national policy and since 1986 it has been conducting large scale reforms aimed at a market oriented economy, therefore this sort of exposure will meet the expectation of all us, and gain the maximum benefit from this course for the modernization of our public administration as well as social and economic development.

Finally, we would like to congratulate JICA, on its 20th Birthday Anniversary. I believe such congratulatory remarks are being wished for you from all over the world 140 countries because JICA Alumni always be in touch with Alumni during their time of joy.

We wish greater success for JICA in its next 20 years.

THANK YOU VERY MUCH
ARIGATO GOZAIMASU.



SAID MOHAMED HUSSEIN
Commissioner of Public Investment
Ministry of Finance
ZANZIBAR TANZANIA

Welcome Address at the Courtesy Call

Mr. Seinosuke NIWA
Secretary-General
National Personnel Authority

Ladies and gentlemen,

A wholehearted welcome to all of you to the National Personnel Authority.

Looking back over the fifty years of the world after World War II, every country has struggled for its development and the welfare of its people. Some countries have achieved this, and some are still struggling. Unfortunately, the world is divided into two spheres of developed and developing countries.

I believe that development of any country and sustaining its growth depend greatly on the role of government and the competence of government officials. A bureaucracy must have the competence to formulate effective policies and the integrity to implement them fairly. With reference to this point, I am convinced that my country has managed this well.

I have learned that you have come to Japan to study the process of modernization of my country. I hope the training course will provide you with some ideas which you might utilize

in the formation of new policies and in the modernization of administration, upon returning to Tanzania.

As you may know, we have dispatched Mr. Itaro OGURA, NPA senior official, to your government as an expert of JICA, in order to cooperate for reform and modernization of your government. Through these cooperations, our relationship will be strengthened, and we can work together with you continuously.

In closing, I wish you a pleasant, enjoyable and fruitful stay in Japan. Thank you very much.

VOTE OF THANKS IN HONOUR OF MR. SEINOSUKE NIWA, SECRETARY GENERAL
NPA, FOLLOWING HIS WELCOME ADDRESS.

Mr Seinosuke NIWA, Secretary General of the National Personnel Authority, Distinguished NPA Officials, Distinguished JICA Officials, Fellow Tanzanian participants, Ladies and Gentlemen.

I have the honour to stand on behalf of Tanzanian Officials seated in this room; firstly, to humbly acknowledge Secretary General's welcome address, and at the same time express our sincere gratitude for the very warm welcome and hospitality that has been extended to us ever since we arrived in Tokyo. Secondly, to express to you Mr. Seinosuke NIWA, our pleasure and privilege to have this early opportunity to pay a courtesy call to you in particular.

The kind words of welcome that you have sincerely delivered to us a moment ago, gives us an inspiration and assurances that Japan and Tanzania are pursuing a common goal.

The course content of the National Government Administration for Tanzania Officials Program, leaves no doubt that what we will have gone through after three weeks is of profound significance to us. We invariably, take this opportunity to express our gratitude through you Secretary General to all those in NPA and JICA responsible for the planning, the sponsorship and the implementation of this program.

The NPA's direct involvement in this program, is a great honour to us. We are aware how higher up placed you are in the Japanese Government hierarchy. We appreciate in no uncertain terms that at such a level you already have enough responsibilities on your plate. To have agreed to give us your precious time during the duration of the course is a clear manifestation of good will to Tanzania.

On our part, we are eager and ready to grab this opportunity offered by the NPA's involvement. We shall learn from the experience associated with your high office, particularly on aspects of policy formulation, high integrity, supervisory responsibilities, and obvious reemphasis to institutionalize the nucleus of Public Service in the form of NPA, specifically with overall mandate of focusing on public workforce.

We are pleased to confer to you Secretary General, that our delegation has a structural representation that gives this course its special significance and the relevance it will impact upon Tanzania. We have among us, a group from the Central Ministries like the President's Office, the Civil Service Department, The National Planning Commission, and the Treasury. This group bears a substantial amount of responsibilities in policy formulation and general supervision. We have another group composed of the very nerve centre of administration of key Ministries and Regional Headquarters.

It is not my intention to mention all the niceties of the program that we have gratefully come across so far. However, I would wish to express the participants' shared opinion, that they have been greatly impressed by the openness, willingness to volunteer information, and general transparency offered by very able Japanese professionals, Professors, Lecturers, and Coordinators, during the General Orientation Week and in the lectures given on Monday, yesterday and today before we came here. We have been given adequate insights related to your county's social, political and economic systems. This not only lingers on the extent of confidence you have on us, but it also gives us the candid opportunity to learn from you, appreciate or even criticize and emulate what is relevant in our context.

Honourable Secretary General, the contemporary issues defining our times with a very strong bearing to Tanzania Public Service, just to mention a few, includes:

- i) Teething problems of multipartism political era and getting ready for the multi party general elections.
- ii) Comparatively weak economy, viciously circled through low income levels, low level of industrial and technological base, inadequate transportation infrastructure, and clearly under utilization of the available labour force.
- iii) Political instability in neighbouring countries of Rwanda and Burundi has had a consequential influx of refugees off loaded within our borders. The refugee crisis which is aggravated by shortages of required facilities, health hazards, and degradation of environment has grater demands on our public service and still need the compliment of global community to be resolved. Japanese invaluable assistance bilaterally and multilaterally on the Rwanda refugee crisis is renewly appreciated.

Of equal magnitude and on comparative terms, we in Tanzania are yet to have an adequate private sector infrastructure that can efficiently complement the efforts of Public Service in managing the structural adjustment programs and other developmental projects.

It is therefore, our major concern, to have in place a Public Service that will responsibly manage our national affairs for a sustainable social-political-economic development of Tanzania.

Your understanding Mr. Seinosuke NIWA, and the general commitment of NPA to support Tanzania on this occasion cannot be adequately appreciated.

"Dome Arigato Gozaimasu"

Anastase R. Rwegayura,
Director of Administration and Personnel,
Ministry of Foreign Affairs and International Cooperation,
The United Republic of Tanzania.

Course Participant.

1st March, 1995.

Welcome Address at the Party

Mr. Koichiro YAMASAKI
Director-General
Bureau of Administrative Services
National Personnel Authority

Ladies and gentlemen,

Let me, first of all, extend a warm welcome to all of you. It is my pleasure to host this party on behalf of the National Personnel Authority for you.

We arranged this reception to get to know each other better in spite of the geographical distance between the two countries.

I have learned that your government is struggling for administrative reforms and far-reaching development of your country. In these circumstances, your responsibility will be strengthened further upon returning to Tanzania.

I suppose that you all may be tired out from the new environment in Japan, since you came to this country only a couple of days ago. Please feel free tonight and enjoy conversation with every one here, and also enjoy an attraction of flower arrangement prepared by the NPA fellows.

Thank you very much.

A VOTE OF THANKS IN RESPONSE TO THE DIRECTOR-GENERAL
OF THE BUREAU OF ADMINISTRATIVE SERVICES, N. P. A.,
HON. KOICHIRO YAMASAKU, ON MARCH 1, 1995:
BY C. M. MAGOGO

The Director-General, Bureau of Administrative Services, Hon. Mr. Yamasaki,
The Deputy Director-General of the Bureau of Administrative Services, Mr. Ogi,
N. P. A.

The Coordinators/Trainers,
Guests, Ladies and Gentlemen,

KONBANWA!

My duty to-night is simple and pleasant, namely, to give a vote of thanks after a speech full of wisdom delivered by the Director-General. But before that allow me, Mr. Director-General, on behalf of my colleagues, to express, once again, heartfelt thanks to JICA and through JICA to the NPA and the Japanese government for the warm welcome and hospitality accorded to us since our arrival to-date. We have been well taken care of. Our stay in Tokyo has so far been a nice one and the weather is relatively kind to us. We are enjoying every moment of our course program as well. The lectures which started after the official opening ceremony on the 27th February are well-tailored to our needs and the lecturers are so far excellent.

Concerning this reception, it is a great honour for us to have been given this rare opportunity to meet you, Hon. Director-General. I wish, on behalf of my fellow course participants, to thank you very much for the warm reception and particularly for the kind and friendly words that you have said about us, our country and its leadership. We assure you, Hon. Director-General, that this brotherly message will appropriately be delivered back home.

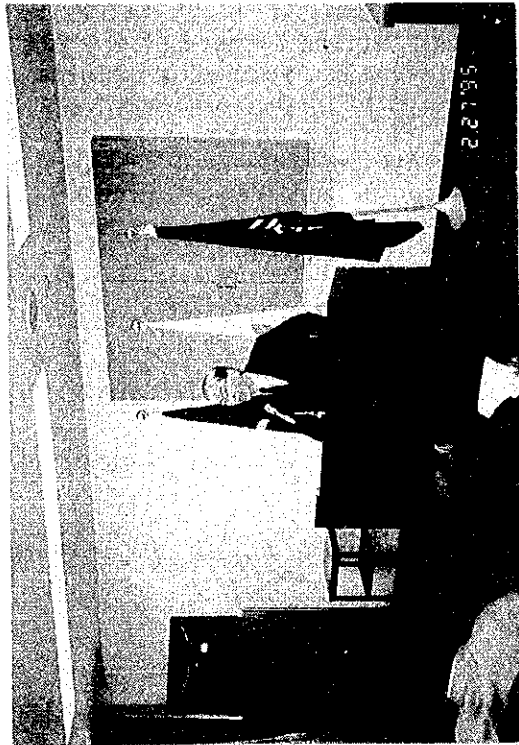
Secondly, Sir, we really feel at home to be with you and members of the NPA present today. For, this is a group to which we belong as career administrative officers. We shall further make use of this occasion to further exchange ideas with our counter-parts.

Lastly, we wish to assure the NPA leadership especially Mr. Tokuyama the course leader, our readiness to study and, indeed, our cooperation throughout the course period.

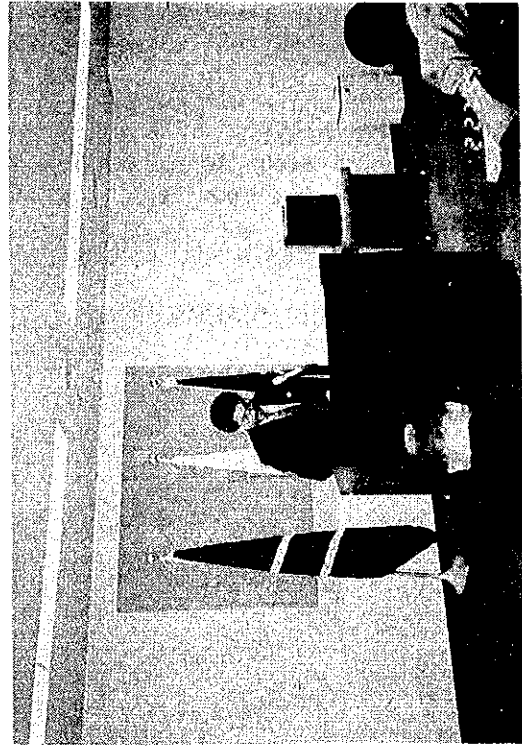
With these few words, once again thank you for receiving us.

DOMO ARIGATO GOZAIMASU!

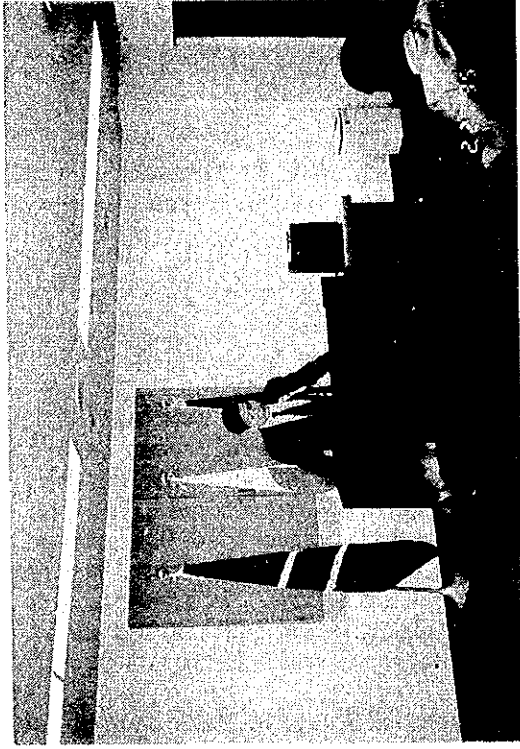
Opening Ceremony



1. Opening Address



3. Reply Address



2. Welcome Speech



4. Opening Ceremony

Courtesy Call on Secretary General of the National Personnel Authority



5. Welcome Address



6. Reply Address



7. Opinion Exchange

8. Opinion Exchange

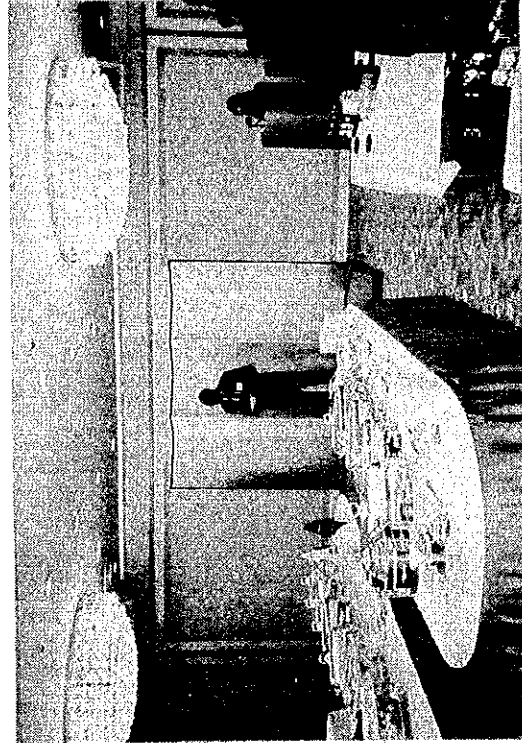
Welcome Party hosted by Director-General of the National Personnel Authority



9. Welcome Address



10. Participants



11. Reply Address



12. Welcome Toast



14. Speech by Mr. TASHIRO



16. Flower Arrangement



13. Toast



15. Welcome Party

III. Lecture and Discussion

Date: Feb. 27 (Mon.) 10:30-16:30

Lecture : "The Civil Service System in Japan"

Lecturer: Mr. K.Sakuma, Director of International Affairs Division, NPA

Contents: General and comprehensive explanation of Japanese administration & civil service system.

Date: Feb. 28 (Tue.) 10:00-16:30

Lecture : "Morals and Morale"

Lecturer: Mr. K.Tashiro, Member, International Civil Service Commission, UN

Assistant: Ms. Y.Hashiguchi, Officer of Examination Officers, NPA

Contents: How to cultivate work ethics of public servants and motivate them

Date: Mar. 1 (Wed.) 10:00-16:30

Lecture : "Function of the Japanese Cabinet"

Lecturer: Mr. K.Katsuno, Counselor of Cabinet Secretariat, Prime Minister's Office

Contents: Explanation about cabinet system in Japan and how to coordinate ministries

Date: Mar. 2 (Thu.) 10:00-12:30

Lecture : "Budgetary Management and Financial Reform"

Lecturer: Mr. T.Tomiyasu, Ministry of Finance

Contents: Explanation about budgetary control and fiscal reform in Japan

Date: Mar. 2 (Thu.) 14:00-16:30

Lecture : "Manpower and Structure Control in Government Administration"

Lecturer: Mr. M.Chino, Deputy Director, Management and Coordination Agency

Contents: Explanation about how to control the number of governmental employees and ministries' structure

Date: Mar. 3 (Fri.) 10:00-16:30

Lecture : "Recent Changes in Japanese Personnel Management"

Lecturer: Mr. H.Nagai, Full-time Lecturer, Sensyu University

Assistant: Mr. S.Neriai, Planning Officer, Planning & Coordination Division, NPA

Contents: Explanation about characteristics of Japanese personnel management & Japanese international relationship

Date: Mar. 6 (Mon.) 10:00-12:00

Lecture : "Privatization and Restructuring"

Lecturer: Mr. Y.Kawaguchi, International Department, East Japan Railway Company

Contents: Explanation about Japan National Railway's Privatization and Restructuring

Date: Mar. 7 (Tue.) 10:00-16:30

Lecture : "Development and Administration in Developing Countries"

Lecturer: Professor R.Hirono, Seikei University

Assistant: S.Iwasaki, Officer, Second Remuneration Division, Bureau of Remuneration, NPA

Contents: Conditions for economic development

Date: Mar. 8 (Wed.) 10:00-16:30

Lecture : "Basis for Agricultural Development in Japan"

Lecturer: Professor M.Oh'uchi, Yachiyo International University

Assistant: S.Koyama, Officer, Office of Examination Officers, Bureau of Recruitment, NPA

Date: Mar.13 (Mon.)10:00-12:30

Report Presentation & Discussion "Political and Economic Trends and Present Situation in Tanzania"

Leader: M.Onishi, Planning Officer, Bureau of Administrative Services, NPA

Date: Mar.13 (Mon.) 14:00-16:30

Report Presentation & Discussion "Civil Service Reforms in Tanzania"

Leader: M.Onishi, Planning Officer, Bureau of Administrative Services, NPA

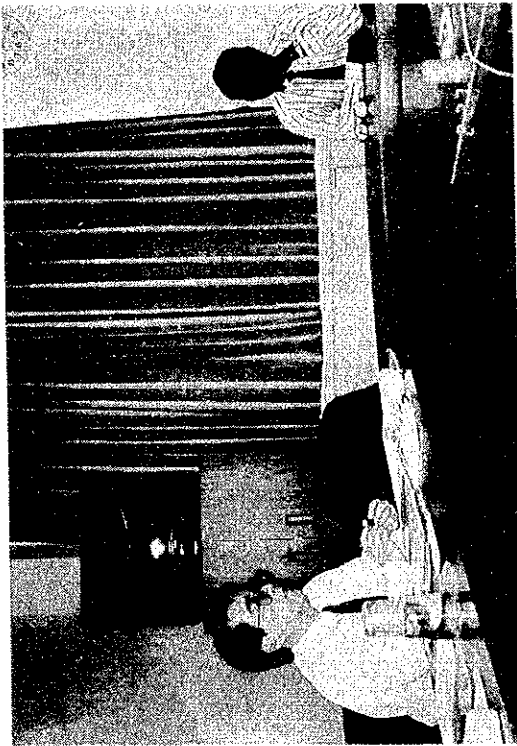
Date: Mar. 14 (Tue.) 10:00-16:30

Discussion "Comparison of the Japanese and Tanzanian Public Sectors"

Leader: Mr. K.Tashiro, Member, International Civil Service Commission, UN

Assistant: Y.Ukai, Legal Officer, Legal Affairs Division, NPA

Lecture and Discussion



17. Mr. SAKUMA



18. Mr. TASHIRO



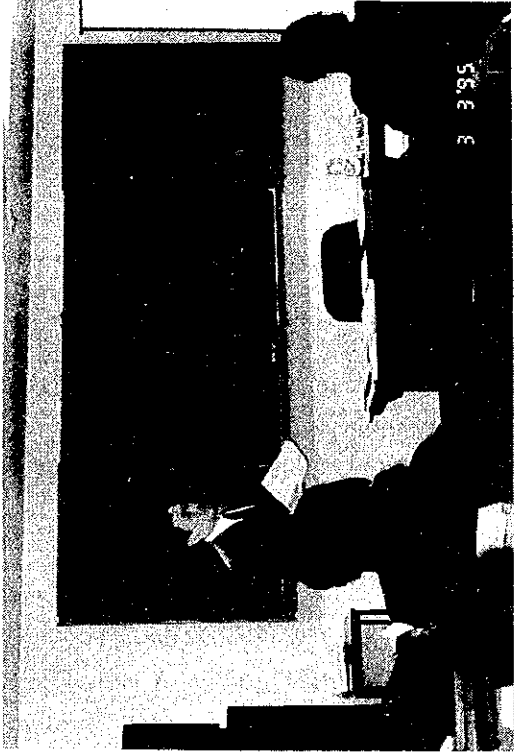
19. Mr. KATSUNO



20. Mr. TOMIYASU



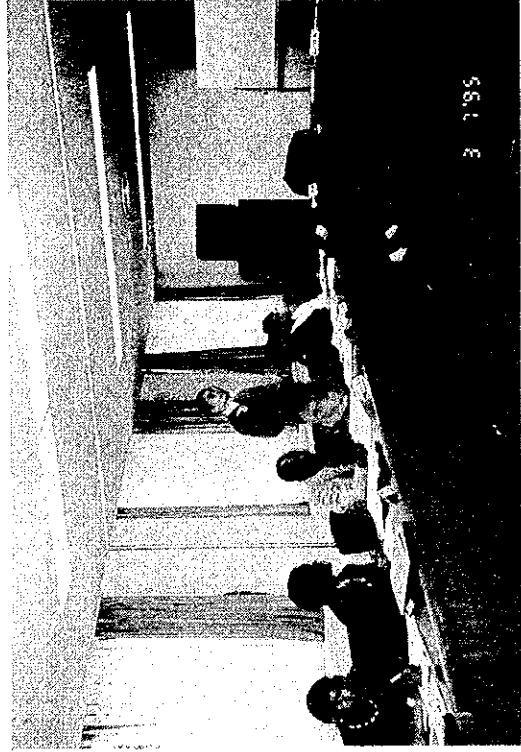
21. Mr. CHINO



22. Mr. NAGAI



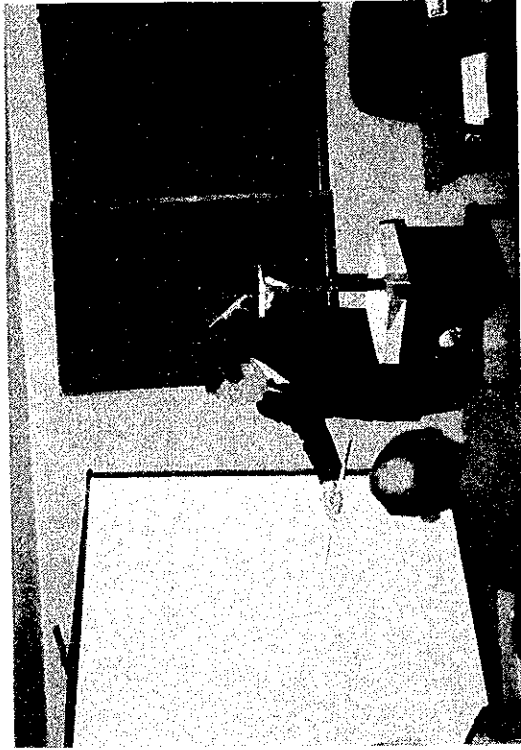
23. Mr. KAWAGUCHI



24. Mr. HIRONO



26. Mr. ONISHI



25. Mr. OHUCHI



27. Mr. TASHIRO

IV. Observation

Date: Mar. 1 (Wed.) 17:00-17:15

Visit to Planning and Coordination Division, Bureau of Administrative Services, NPA

Date: Mar. 6 (Mon.) 13:30-15:00

Visit to Tokyo Station

Observation: Centralized traffic control center, automatic ticket gates etc.

Date: Mar.9 (Thu.) 14:00-16:30

Visit to Peace Memorial Museum and Peace Memorial Park

Viewing film: "Prayer of Hiroshima Mothers"

Presentation: "My A-bomb experience and the spirit of Hiroshima"

by Mr. A.Takahashi, Director, Enterprise Division, Hiroshima Peace Cultural Foundation

Date: Mar. 10 (Fri.) 6:00- 9:00

Visit to Hiroshima Central Wholesale Market

Observation: Auction and other market activities

Briefing: "Role and Organization of Central Whole-Sale Market"

by Mr. Y.Aratani, Director, Operation Division, Hiroshima Whole-Sale Market

Date: Mar. 10 (Fri.) 10:00-12:00

Visit to Takata Agricultural Cooperative

Observation: Facilities of production and process of welsh onions

Briefing: "Role of Agricultural Cooperative and JA Takata"

by Mr. G.Mae, Hiroshima Prefectural Economic Federation of Agricultural Cooperatives

Date: Mar. 11 (Sat.) 8:30-13:00

Visit to Itsukushima Shrine (Miyajima Island)

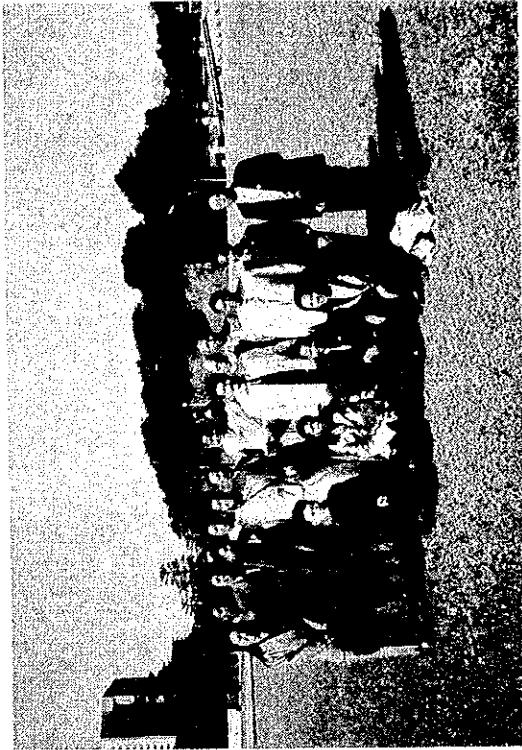
Observation



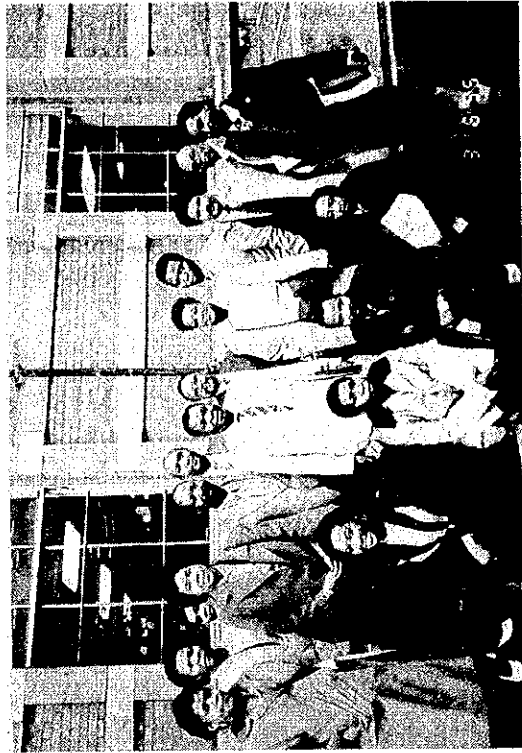
28. Office of NPA



30. Mr. Centralized Traffic Control Center of JR

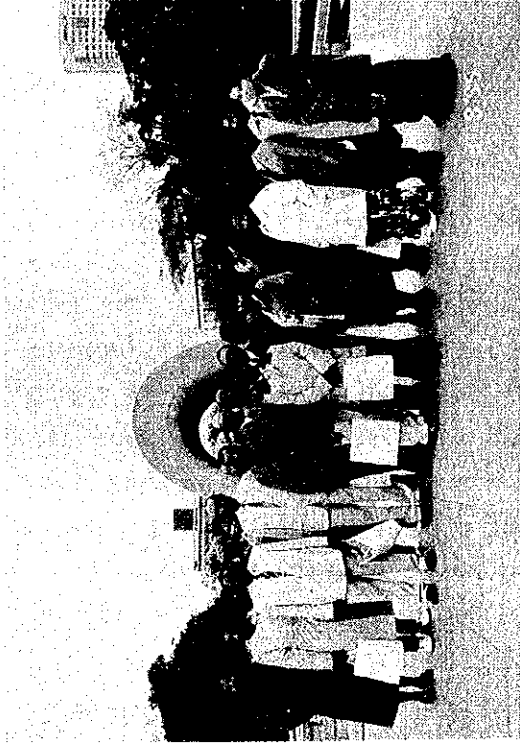


29. Mr. Imperial Palace



31. Tokyo Station

Study Tour



32. Hiroshima Peace Memorial Park



34. Takata Agricultural Cooperative



33. Hiroshima Whole Sale Market



35. Miyajima Shrine

V Closing Ceremony

1. Closing Ceremony

(1) Place

Institute for International Cooperation (IFIC)

(2) Time

15:30-16:00, March 14, 1995

(3) Ceremony

1. Closing Address

by Mr. Hiroyoshi Ihara, Managing Director, Department of Training Affairs,
Japan International Cooperation Agency

2. Congratulation Speech

by Mr. Takeshi Ogi, Deputy Director-General, Bureau of Administrative Services,
National Personnel Authority

3. Presentation of Certificates

by Mr. Hiroyoshi Ihara (see above)

4. Reply Address

by Ms. Thecla Walter Shangali, Regional Administrative Officer (Kilimanjaro Region)

2. Farewell Party

(1) Place

Institute for International Cooperation (IFIC)

(2) Time

16:00-17:00, March 14, 1995

Farewell Speech Delivered by Mr. Hiroyoshi IHARA
Managing Director,
Training Affairs Dept.,
JICA

Distinguished Guests, Dear Participants, Ladies and Gentlemen, it is my great pleasure to be here today and to be informed that the course of National Government Administration for Tanzanian Officials has been smoothly implemented and all of you have successfully completed the entire course program. I am especially happy to see that you are all looking totally satisfied with this course from every aspect.

Taking this opportunity, I would like to express a deep hearted gratitude to National Personnel Authority of the Japanese Government, Japan Association for Civil Service Training and Development, and other organizations concerned for their profound efforts to organize and run this course and to entertain the Tanzanian Participants who otherwise must have felt homesick amid culture, language, and climate different from those in their country.

Now, dear participants, I would like to stress a few points on this occasion. As you might have learnt in the various lectures, it is an open and widely recognized secret that the Government Officials of Japan have played pretty significant roles in the process of national development especially after the second world war. The dedication and commitment of government officials to the nation building have been so tremendous that it is not an unusual scene of many officials staying in the office till midnight even in the week end. If you were given a chance to visit their offices around 10 or 11 p.m., you could have seen a lot of people still sticking to their office desks. By saying this, I am not intending to tell you that your people should follow the working style of Japanese officials but I want to point out the simple fact that without these hard working government officials both on a national level as well as on a local level, the present national development and prosperity of Japan would never have been achieved.

Dear Participants, as I mentioned in my speech at the opening ceremony about two weeks ago, this course was specially designed to foster the government administrators of your country who are expected to be the backbone of governmental administration, and eventually to contribute to the nation building. Through two years of course implementation, the number of participants of this course has reached to around 30, which undoubtedly make a powerful group when congregated with a strong influence on the various issues of the government administration. As organizers of the course, this is what we dream of at this moment, and we sincerely hope our dream will come true in the near future.

Now, I bid farewell to you at this closing ceremony with a lot of appreciation and expectations produced through implementing this course and from getting to know each others. We do hope for happiness in your respective homes and success in your respective working places.

At the closing of my address, I would like to express again my heartfelt thanks to the National Personnel Authority of the Japanese Government for all their efforts devoted to the successful implementation of this training course.

Thank you very much for your close attention.

Congratulatory Speech at the Closing Ceremony

Mr. Takeshi OGI
Deputy Director-General
Bureau of Administrative Services
National Personnel Authority

Mr. Ihara, Managing Director, Department of Training Affairs, the Japan International Cooperation Agency; Honorable guests; Dear participants; Ladies and gentlemen:

It is a great pleasure and honor for me to say a few words at this closing ceremony of the Training Course on National Government Administration for Tanzanian Officials. On behalf of the Government of Japan, I would like to extend our heartfelt congratulations to all of you for your successful completion of this course. At the same time, I wish to express our sincere gratitude to the Japan International Cooperation Agency, to the Japan Association for Civil Service Training & Development and all other parties concerned for their great efforts toward the success of this course.

I am convinced that all of you have acquired a lot of experiences and knowledge about Japan, especially about Japanese administration. I hope that some of these can be helpful in the development of Tanzanian administration. But just a series

of experiences and knowledge are not enough for the difficult task of reforming your civil service system. You are required to analyze the information you have got and extract the essence which might be applicable on the soil of Tanzania. In this sense, the training course provides you with just a first step, rather than with a solution. I'm sure that with your dedication and competence you will be able to discover a suitable solution.

I assume that during this course you have visited various places and met various Japanese people both inside and outside this curriculum. Some of the places and some of the people might have been just as you had imagined, but some might have been a little bit different from what you had expected. Nonetheless, all of them represent the true face of Japan. I hope that through these experiences you have deepened your understanding about Japan. I also believe that your stay in Japan enhanced the mutual understanding between our two countries.

In closing my speech, I wholeheartedly wish you good health and success. We look forward to seeing you again in the near future.

Congratulations again, and thank you for your excellent contributions.

**The closing speech on the of National Government Administration
conducted in Japan from 21 Feb.-15 March 1995**

By Thella W Shangali Rao

Mr. Ogi, Deputy Director General, Bureau of Administrative Services, NPA.
Mr. Ihara, Managing Director, Training Affairs Department, JICA.
Mr. Hattori, President of JACSTD.
Ladies and Gentlemen,

First of all I would like to take this opportunity to thank Mr. Ogi, Deputy Director General, Bureau of Administrative Services, NPA for the nice speech which he has just given.

On behalf of the participants of this course, the Government of Tanzania and on my own behalf, I would like to take this opportunity to express our sincere thanks and gratitude for the hospitality which we have been receiving since we arrived. I would like also to extend our heart-felt appreciation to the Government of Japan, members of staff of JICA and IFIC and the people of Japan as a whole.

Mr. Ogi, Ladies and Gentlemen, for the three weeks that we have been here, we have managed learn a lot about the fantastic history of Japan, its valued culture and its economy. The course has helped us to understand how Japan's economy has become a success, it is a result of hard work and commitment. Allow me Sir on behalf of my colleagues to assure you that what we have learnt here will be put into practice when we go back home. The history of Japan has given us hope that anything is possible if there is a will.

For the three weeks which we have been here we toured some famous places in Tokyo, Hiroshima and Miyajima island. We had been so much impressed by the historical places which we saw in these cities eg, The Shinto shrine in Tokyo and the Peace Memorial Museum and Park in Hiroshima and the Hiroshima central whole sale market.

Mr. Ogi, Ladies and Gentlemen, our visit to Hiroshima crowned it all. The devastation of the city and the after effects of the atomic bomb have touched our hearts. I would like to assure you sir, that we will carry the message of peace to our country to ensure that something like this will

never happen to mankind again. Our hearts are with the victims and the people of Japan in general to pray for peace.

At this point sir, I would like to give special thanks to the NPA for organizing and sponsoring us to this course. The course was highly organized with qualified lecturers and good teaching aids.

I would also like to extend our appreciation to our coordinator Ms. Ando, the course leader Mr Tokuyama for their tireless effort to assist us during our stay. A lot of times they had gone out of their duties to make us comfortable. They have been very patient with us and supportive.

Last but not least I would like to extend our gratitude to IFIC management and staff for making our stay homely and comfortable.

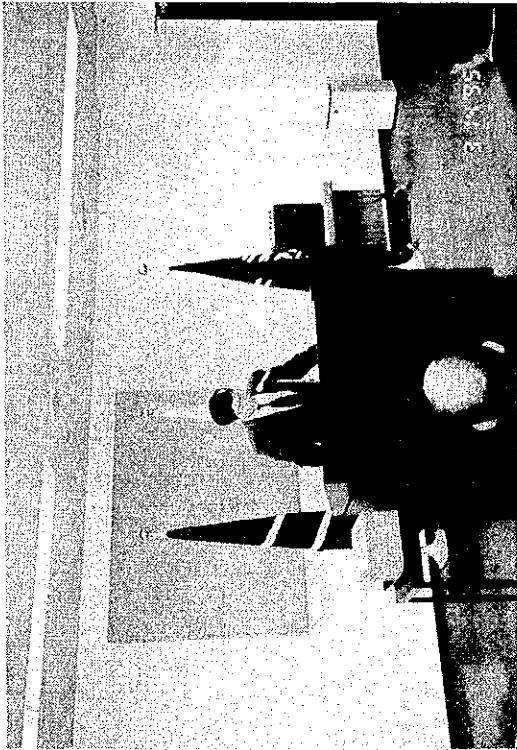
Mr. Ogi, Ladies and Gentlemen, during our stay here in Tokyo we might have caused some inconvenience due to language, cultural problems or even for environmental reasons. On behalf of my colleagues I would like to apologize for that.

Finally sir, I would like to say that we are leaving tomorrow for Tanzania, the skills obtained is a big asset which will accelerate development in Tanzania especially at this time when the country is undergoing civil service reforms and economic structural adjustment. It is our sincere hope that this true friendship between our people and our government will continue.

We are saying good bye to you sir, with very good memories of Tokyo with it's beauty and cleanliness.

Thank you very much,
asante sana,
Arigato gozaimashita.

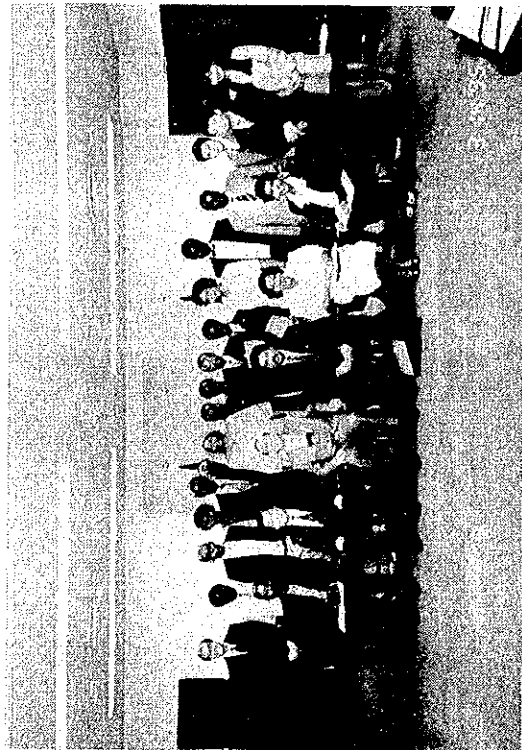
Closing Ceremony



36. Closing Address



37. Congratulation Speech



38. Closing Ceremony



39. Farewell Party




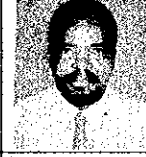

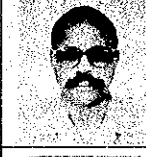
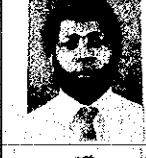


Annexed Paper A









LIST OF PARTICIPANTS IN "NATIONAL GOVERNMENT ADMINISTRATION FOR TANZANIAN OFFICIALS"

(平成6年度 タンザニア国別特設「国家行政」研修員リスト)

国際協力事業団
JAPAN INTERNATIONAL COOPERATION AGENCY

As of February 21, 1995 No. 1

No.	Photo	Name	Date of Birth	Present Post	Final Education	Address for Correspondence
1		Mr. Fatawi Tahir FATAWI ファタウイ タヒル ファタウイ	Jan. 30, '49	Senior Personnel and Administrative Officer, Ministry of Finance, Zanzibar ザンジバル政府大蔵省 上席人事管理員	Bath University, U. K.	Ministry of Finance, P. O. Box 1154, Zanzibar
2		Mr. Said Mohamed HUSSEIN サイド モハメッド フセイン	Apr. 9, '52	Commissioner of Public Investment, Department of Public Investment, Ministry of Finance, Zanzibar ザンジバル政府大蔵省 財務官	P. G. D.-Finance Birmingham University, U. K.	Ministry of Finance, P. O. Box 1154, Zanzibar
3		Mr. Hajji Nassor M. KACHECHELE ハッジ ナソル N. カチエチエレ	Oct. 12, '48	Regional Administrative Officer, Regional Development Director-Kigoma 地域開発局(キゴマ)事務次長	Institute for Development Management, Tanzania	RDD's Office, P. O. Box 125, Kigoma, Tanzania
4		Mr. Thomas Eseki Wahyungi KALUWA トマス エセキ ワヒユンギ カルワ	Jan. 1, '45	Regional Administrative Officer, Regional Development Director-Rukwa Region 地域開発局(ルクワ)事務次長	University of Manchester	P. O. Box 128, Sumbawanga, Rukwa Region, Tanzania
5		Mr. Crispin M. MAGOGO クリスピン M. マゴゴ	'47	Director of Research, Recruitment and Training, President's Office 大統領府 研究局長	University of Dar Es Salaam	P. O. Box 9173, Dar Es Salaam, Tanzania
6		Mr. Eric Avelyn Kibangura MARENGA エリック アヴェリン キバングラ マレンガ	Jul. 24, '46	Principal Training Officer, Civil Service Department 公務員庁 首席研修官	University of Manchester	Principal Secretary, Civil Service Department, P. O. Box 2483, Dar Es Salaam, Tanzania
7		Mr. Hab MKWIZU ハブ ムクイズ	Oct. 27, '57	Deputy Clerk to the Cabinet, President's Office 大統領府 次席内閣補佐官	Institute of Development Management (IDM)	President's Office (State House), P. O. Box 9120, Dar Es Salaam, Tanzania
8		Ms. Ruth Hiyob MOLLEL ルース ヒヨブ モレル	Jan. 6, '51	Principal Establishment Officer, Civil Service Department 公務員庁 首席人事監理官	Legon University	P. O. Box 2483, Dar Es Salaam, Tanzania
9		Ms. Pericy MWAMBA ベルシ ムワンバ	Feb. 21, '50	Principal Administrative Officer, Ministry of Health 厚生省 首席行政官	Sussex University	P. O. Box 9083, Dar Es Salaam, Tanzania

No.	Photo	Name	Date of Birth	Present Post	Final Education	Address for Correspondence
10		Ms. Tabu Aron NDEMANGE タブ アロン ンデマンゲ	Dec. 15, '57	Senior Administrative Officer, Civil Service Department 公務員庁 上席行政官	Institute of Development Management-Mzumbe	P. O. Box 2483, Dar Es Salaam, Tanzania
11		Mr. Alois Emil NDEPARIKA アロイス エミル ンデパリカ	Dec. 1, '49	Principal Administrative Officer, Civil Service Department 公務員庁 首席行政官	Makerere University	P. O. Box 2483, Dar Es Salaam, Tanzania
12		Ms. Lydia NGWALE リディア ンガレ	Feb. 15, '46	Director of Administrative and Personnel, Ministry of Science, Technology and Higher Education 科学技術高等教育省 官房長	University of Birmingham	P. O. Box 2645, Dar Es Salaam, Tanzania
13		Ms. Immaculate Peter NGWALLE イマキュレタ ピーター ングワレ	Nov. 17, '59	Personnel Officer, Planning Commission 計画委員会 人事課長	University of Dar Es Salaam	Planning Commission, P. O. Box 9242, Dar Es Salaam, Tanzania
14		Mr. Anastase R. RWEGAYURA アナスタス R. ルエガユラ	Apr. 7, '50	Director of Administration and Personnel, Ministry of Foreign Affairs and International Cooperation 外務省 官房長	University of Westminster	P. O. Box 9000, Dar Es Salaam, Tanzania
15		Ms. Thecla Walter SHANGALI セクラ ウォルター シャンガリ	Sep. 23, '49	Regional Administrative Officer, Regional Development Director -Kilimanjaro Region 地域開発局(キリマンジャロ)管区事務局長	University of Dar Es Salaam	P. O. Box 3042, Moshi, Tanzania
16		Mr. Christopher A. SWAI クリストファー A. スワイ	Dec. 4, '44	Principal Administrative Officer, Civil Service Department 公務員庁 首席行政官	University of East Africa, Dar Es Salaam College	P. O. Box 2483, Dar Es Salaam, Tanzania
17		Mr. Daniel WAZIRI ダニエル ワジリ	Sep. 22, '46	Regional Administrative Officer, Regional Development Director-Coast Region 地域開発局(コースト)事務次長	University of Dar Es Salaam	P. O. Box 30080 Kibaha, Tanzania

Annexed Paper B

Daily Schedule of Program

Feb. 21 (Tue.)		Arrival in Japan
Feb. 22 (Wed.)	am	JICA Briefing
	pm	NPA Programme Orientation
Feb. 23 (Thu.)		JICA Orientation
Feb. 24 (Fri.)		JICA Orientation
Feb. 25 (Sat.)		Free
Feb. 26 (Sun.)		Free
Feb. 27 (Mon.)	10:00-10:30	Opening Ceremony
	10:30-16:30	Lecture "Civil Service System in Japan" by Mr. K.Sakuma, Director of International Affairs Division, NPA
Feb. 28 (Tue.)	10:00-16:30	Lecture "Morals and Morale" by Mr. K.Tashiro, Member, International Civil Service Commission UN
Mar. 1 (Wed.)	10:00-16:30	Lecture "Function of the Japanese Cabinet" by Mr. K.Katsuno, Counselor of Cabinet Secretariat Prime Minister's Office
	16:30-17:00	Courtesy call on Mr. Seinosuke NIWA, Secretary General of NPA
	17:00-17:15	Visit to General Affairs Division of NPA
	18:00-19:00	Reception hosted by Mr. Koichiro YAMASAKI Director General, Bureau of Administrative Services, NPA
Mar. 2 (Thu.)	10:00-12:30	Lecture "Budgetary Management and Financial Reform" by Mr. T.Tomiyasu, Ministry of Finance
	14:00-16:30	Lecture "Manpower and Structure Control in Government Administration" by Mr. M.Chino, Management and Coordination
Mar. 3 (Fri.)	10:00-16:30	Lecture "Recent Changes in Japanese Personnel Management " by Mr. Y.Nagai, Full-time Lecturer, Sensyu University
Mar. 4 (Sat.)		Free
Mar. 5 (Sun.)		Free
Mar. 6 (Mon.)	9:45-12:00	Lecture "Privatization and Restructuring" by Mr. Y.Kawaguchi, East Japan Railway Company
	13:30-15:00	Visit to Tokyo Station, Centralized traffic control center, automatic ticket gates etc.
Mar. 7 (Tue.)	10:00-16:30	Lecture "Development and Administration in Developing Countries" by Professor Hirono, Seikei University
Mar. 8 (Wed.)	10:00-16:30	Lecture "Basis for Agricultural Development in Japan" by Professor M.Oh'uchi, Yachiyo International University

[Study Tour]

Mar. 9 (Thu.)	am	(Tokyo → Hiroshima)
	14:00-16:30	Visit to Peace Memorial Museum and Peace Memorial Park
Mar. 10 (Fri.)	6:00- 9:00	Visit to Hiroshima Central Wholesale Market
	10:00-12:00	Visit to Takata Agricultural Cooperative
Mar. 11 (Sat.)	8:30-13:00	Visit to Itsukushima Shrine (Miyajima Island)
	pm	(Hiroshima → Tokyo)
Mar. 12 (Sun.)		Free

[Discussion Session]

Mar. 13 (Mon.)	10:00-12:30	"Political and Economic Trends and Present Situation in Tanzania" by M.Onishi, Planning Officer, Bureau of Administrative Services, NPA
	14:00-16:30	ditto "Civil Service Reforms in Tanzania"
Mar. 14 (Tue.)	10:00-16:30	"Comparison of the Japanese and Tanzanian Public Sectors" by Mr. K.Tashiro, Member, International Civil Service Commission, UN
	14:00-15:30	Evaluation meeting
	15:30-16:00	Closing Ceremony
	16:00-17:30	Farewell Party
Mar. 15 (Wed.)		Departure from Japan

