

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

F. Y. 1993

June 30, 1994



**Japan International Cooperation Agency
National Personnel Authority
Japan Association for Civil Service Training and Development**

416
43
11C

IIC
JR
94-52

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

F. Y. 1993

June 30, 1994

**Japan International Cooperation Agency
National Personnel Authority
Japan Association for Civil Service Training and Development**



1124052 [0]

CONTENTS

	Page
I. Training Program	1
1. Preface.....	1
2. Background • Purpose • Objectives.....	1
3. Duration.....	2
4. Administering Agencies.....	2
5. Training Institution and Facility.....	2
6. Qualifications of Applicants.....	3
7. Allowances and Expenses.....	3
8. Participants.....	3
9. Language.....	3
10. Study Hours & Place.....	4
11. Responsible Officers.....	4
12. Outline of the Curriculum.....	4
13. Orientation.....	5
14. Schedule of the Program.....	5
II. Opening Ceremony	7
1. Opening Ceremony.....	7
2. Courtesy Call on Secretary General of the National Personnel Authority.....	7
3. Welcome Party.....	7
III. Lecture and Discussion	23
IV. Study Tour	29
V. Closing Ceremony	35
1. Closing Ceremony.....	35
2. Farewell Party.....	35
Annexed Papers	
A. List of Participants.....	45
B. Daily Schedule.....	46

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.

This 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 has changed its national polity of socialism and since 1986 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 NPA.

Purpose

This course introduces the participants to how the public sectors in Japan have attained relatively efficient and effective administration. Especially, this course focuses on how the Japanese government has reduced its number of staff, how JR & NTT have been privatized, office automation and morals and morale of employees.

Objectives

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

- (1) comprehend Japanese administration and civil service systems, administration reform of the Japanese government, fiscal policies, personnel management, privatization and adjustment of workforce;
- (2) comprehend 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.

3. Duration

From March 30 to April 17, 1994

4. Administering Agencies

(1) Japan International Cooperation Agency

Operation Division

Institute for International Cooperation (IFIC)

10-5, Ichigaya-Honmura-cho, Ichigaya, Shinjuku-ku, Tokyo 162 Japan

Tel.: (03) 3269-3022

Fax.: (03) 3269-2054

(2) National Personnel Authority

2-1-2, Kasumigaseki, Chiyoda-ku, Tokyo 100 Japan

Tel.: (03) 3581-5311

Fax.: (03) 3580-6092

(3) Japan Association for Civil Service Training and Development

4-25-4, Shimbashi, Minato-ku, Tokyo 105 Japan

Tel.: (03) 3459-6708

Fax.: (03) 3459-6709

5. Training Institution and Facility

Training Institution

Division of International Affairs

National Personnel Authority

2-1-2, Kasumigaseki, Chiyoda-ku, Tokyo 100 Japan

Tel.: (03)3501-1067

Fax: (03)3580-6092

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

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

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.

Division of International Affairs is the sole division within 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.: (03) 3269-3022
Fax.: (03) 3269-2054

Accommodation

Institute for International Cooperation (IFIC), JICA
10-5, Ichigaya-Honmura-cho, Shinjuku-ku, Tokyo, 162 Japan
Tel.: (03) 3269-2911

6. Qualifications of Applicants

Applicants should:

- (1) be nominated by the Tanzanian government;
 - (2) be ranked as middle-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 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. Allowances and Expenses

The Government of Japan bears the following allowances and expenses in accordance with relevant laws and regulations:

- (1) Return air-ticket (normal economy fare) between the international airport designated by JICA and Tokyo,
- (2) During the participant's stay at the Institute for International Cooperation, an allowance of ¥9,583 a day besides accommodation and breakfast,
- (3) During the participant's stay at the hotel designated by JICA, an allowance of ¥20,500 a day as accommodation and living allowances;
- (4) Free medical care for participants who may become ill after their arrival in Japan;
- (5) Expenses for JICA study tours.

8. Participants

12 Tanzanian government's officials (referring to Annexed Paper A)

9. Language

The course was conducted in English.

10. 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

11. Responsible Officers

(1) Course Leader: Mr. Yukiya Yoshizumi (NPA)

(2) Coordinator: Ms. Kiyoko Horiuchi (JICA)

(3) Organization:

1. Institute for International Cooperation, JICA

Mr. Kazutoshi Iwanami, Managing Director

Mr. Mitsuo Ishikawa, 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

12. Outline of the Curriculum

Lectures;

"Public Administration and Civil Service System in Japan"

"Manpower Control in the Government of Japan"

"Administrative Inspection"

"Employment Policy"

"Privatization & Adjustment of Work Force"

"Economic Development in Japan & Macro Economic Policy"

"Personnel Information System"

"Streamlining Plan after Privatization"

"Moral & Morale"

"Development & Administration in Developing Countries"

Study Tours;

Visit to Japan Patent Office

Visit to Nippon Telegraph & Telephone Corporation(NTT)

Visit to Tsuzuki Agricultural Cooperative

Visit to Kyoto Central Wholesale Marketplace

Visit to Horiba Corporation

Visit to Kyoto City

13. Orientation

(1) Orientation by JICA

- 1) Date: March 31 & April 1, 1994
- 2) Contents:
 - General orientation of course administration;
 - Education in Japan;
 - Characteristics of Japanese Society.

(2) Orientation of Curriculum by Course Leader

- 1) Date: April 4, 1994
- 2) Contents:
 - Explanation of curriculum describing objectives of lectures and study tours

14. 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, April 4, 1994

(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

2. Courtesy Call on Secretary General of the National Personnel Authority

(1) Place

Secretary General's office

(2) Time

16:30-17:00, April 4, 1994

(3) Ceremony

1. Welcome Address

by Mr. Sachio Morizono, Secretary General of the National Personnel Authority

2. Reply Address

by Ms. Patricia Martin MAGOGO, Civil Service Department

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

(1) Place

Toranomon Pastoral

(2) Time

18:00-19:00, April 4, 1994

(3) Ceremony

1. Welcome Address

by Mr. Koichiro Yamasaki, Director-General, Bureau of Administrative Services,
National Personnel Authority

2. Reply Address

by John Patrice YAMO, Civil Service Department

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 say a few words at 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 attending this ceremony. At the same time, I wish to express our sincere gratitude to Tanzanian Government, to the Japan International Cooperation Agency, to the Japan Association for Civil Service Training & Development and to all other agencies concerned for their great contributions to this training course.

This is the first occasion to organize a group training course for Tanzanian officials. This course is geared to personnel management especially focusing on reduction in staff, office automation and morale. I sincerely hope that the curriculum offered by this course will meet the expectations of each participant.

Personnel management is one of the most important aspects for effective and efficient administration in any country. But at the same time, it is one of the most difficult fields to deal with because its object is people. Also, it might be impossible to transplant any personnel system as it is without consideration of the circumstances where the system will actually be applied because every personnel management system does not exist apart from its surroundings.

However, these features of personnel management do not mean that a lesson from other personnel systems is insignificant. On the contrary, it is of great significance to take a close look at good personnel management systems and grasp their essence. If the essence is applicable, the systems including your countries' will work well with some modification in different environments.

It is often said that one of the important elements which guided the Japanese economy to success was its personnel management. I would like you to examine Japanese-style management and to discover its advantages and disadvantages. I will be pleased to hear your views on our management style after this training course.

Also, I sincerely hope that you can communicate with Japanese people and experience Japanese culture, which have produced Japanese-style management. Please go out of this building and feel the Japanese atmosphere as much as possible. Seeing the real thing is as important as a lecture. We will be happy to answer your questions about what you observe.

In closing, let me thank again all the parties concerned for the time and energy they put into this course. I hope that this course is helpful for you and you will enjoy your stay in our country.

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

Meeting Room, AM10:00, Apr. 4, 1994

Mr. Hiroyoshi IHARA
Managing Director
Training Affairs Department
Japan International Cooperation Agency

Welcome Speech for the Training Course on
National Government Administration for the Tanzanian Officials in 1994

Mr. Takeshi OGI, Deputy Director-General, Bureau of Administrative Services,
National Personnel Authority, honorable guests, overseas participants,
Ladies and Gentlemen.

It is my great pleasure to say a few words on behalf of Japan International
Cooperation Agency, on this occasion of the opening ceremony of the Training
Course on National Government Administration for Tanzanian Officials in fiscal
1993.

First of all, I would like to express my heartiest welcome to all of you who
have come all the way from Tanzania to Japan to participate in this Training
Course.

Needless to say, one of the main responsibilities of national government is to
promote social and economic development of the nation. In this sense, it is
vitally important for the government to enhance the level of professional skill
of national administration.

I understand that your government has been making strenuous efforts to
rationalize the government system in compliance with the transformation of
socio-economic system of your country.

As you may know, Japan has promoted administrative reforms over the past
10 years, however the importance of further reform is again under discussion
to meet the need of changing society and economic situation.

Under such circumstances, this Training Course was organized by the government
of Japan for the purpose of introducing Japan's experience on public
administration to Tanzanian senior government officials. Therefore, I do hope you
would do your best to gain the maximum benefit from this Course for the

modernization of public administration of Tanzania as well as social and economic development.

On our part, we will also do our utmost efforts to make this Course successful,

Before concluding my brief speech, I would like to take this opportunity to express my deep gratitude to National Personnel Authority for their sincere efforts and contribution to the arrangement of this Course.

Dear participants, I hope you will enjoy your stay in Japan, as it is the most beautiful blossom season.

Thank you.

Welcome Address at the Courtesy Call

Mr. Sachio MORIZONO
Secretary-General
National Personnel Authority

Ladies and gentlemen,

I would like to welcome all of you wholeheartedly to the National Personnel Authority. It is my great honor and pleasure to have a few words with senior officials in the Tanzanian Government.

I understand that the Tanzanian Government is intending to modernize government administration as a basic element for further development of Tanzania. Japan, once a developing country herself, had a period of modernizing government administration. I hope that this training course will provide you with the opportunities to learn something from Japanese experiences and Japanese practices. Also, I hope that we will learn something from your observations about Japan.

I assume that each of you, upon returning to Tanzania, will take direct responsibility for executing governmental administration reforms. In the process of the reforms, you will encounter various obstacles and problems. In that case, the devotion and enthusiasm of individuals involved in the process will often overcome the difficulties. I believe that each of you have strong will to take a lead in the reform process.

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

A SPEECH BY A PARTICIPANT IN THE NATIONAL GOVERNMENT ADMINISTRATION SEMINAR.

AT THE COURTESY CALL TO NATIONAL PERSONNEL AUTHORITY

by Ms. Patricia Martin MAGOGO

Mr. MORIZONO, the Secretary General, National Personnel Authority,

Ladies & Gentlemen,

On behalf of my fellow Tanzanian JICA participants and myself, may I take this opportunity to thank the Japanese Government, NPA, and JICA for the invitation to the seminar, and for the warm welcome which has been extended to us since we touched on the Japanese soil.

Mr. Secretary General, the participants who are here with you today are the representatives of the 23 million Tanzanians who expect us to go back home with the knowledge, skill and ideas, ready to take an effective part in the building of a small but effective and efficient Civil Service.

The six days we have been in Japan so far have been an eye opener to what we should expect in two weeks to come. That is friendliness, exposure, exchange of ideas, knowledge and skill and above all, mutual cooperation and understanding.

Mr. Morizono, Ladies and Gentlemen, The Programme; "National Government Administration" in which we are taking part is so relevant and timely. We are optimistic that whatever we will learn will not take long to put into practice since this is the time when our government is going through social, economic and political reforms of which the Civil Service reform programme is a part.

Mr. Secretary General, may I point out that competent administrators are rare and when they are available they are costly. May I, on behalf of my fellow participants, assure you that our government is ready to top up your efforts to all you do in order to bring about effective and efficient administration.

The Tanzanian government is awaiting to see what we have learnt and how we put this to use based on our local circumstances. This is a challenge before us.

Mr. Morizono, Ladies and Gentlemen, may I conclude by saying that the benefits accrued from the programme will be a lasting benefit to the Tanzanian Civil Service, the rest of the public servants and indeed the friendly cooperation between Japan and the United Republic of Tanzania.

Thank you very much - ARIGATO GOZAIMASU.

Welcome Address at the Welcome Party

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

Ladies and gentlemen,

Welcome to Japan and the National Personnel Authority. It is my pleasure to host this party on behalf of the National Personnel Authority for you who have come to Japan all the way from Tanzania. I have heard that it took you two days to come to Japan.

We arranged this reception to express our warmest welcome to you and to get to know each other better in spite of the geographical distance between the two countries. Please take this opportunity to get acquainted with Japanese who are involved in the training course and feel the personality of individual Japanese people. Please make yourself at ease and enjoy conversation--- or gestures sometimes--- with the guests and our officials as long as time permits.

Thank you very much.

A SPEECH BY A PARTICIPANT IN THE NATIONAL GOVERNMENT ADMINISTRATION SEMINAR,
AT THE RECEPTION HELD ON 4TH APRIL, 1994

by Mr. John Patrice YAMO

Mr. Yamasaki, Director-General, Bureau of Administrative Services, NPA,
Mr. Ogi, Deputy Director-General, Bureau of Administrative Services, NPA,
Mr. Nakagawa, Director of 3rd Training Div., Training Affairs Department, JICA,
Ladies and Gentlemen,

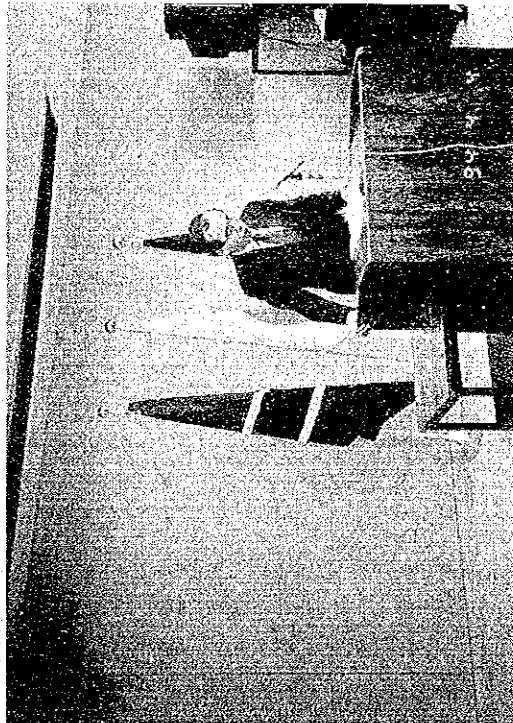
May I, on behalf of Tanzanian participants in the National Government Administration Seminar, thank NPA and JICA for the cordial reception that has been accorded to us since our arrival in Japan on 30th March, 1994 to this very evening when we have been invited to this reception party.

This reception party will provide us with yet another opportunity to understand each other much better through informal discussions and talks that will hopefully take place between the officials from MPA, JICA, IFIC and the participants. I would therefore ask each one of us to take an active part in this reception party in order to make it a success.

We hope we shall continue to enjoy the same cordial relationship throughout our stay in Japan.

ARIGATO GOZAIMASU. Thank you very much.

Opening Ceremony



Opening Address



Welcome Speech

Courtesy Call on Secretary General of the National Personnel Authority

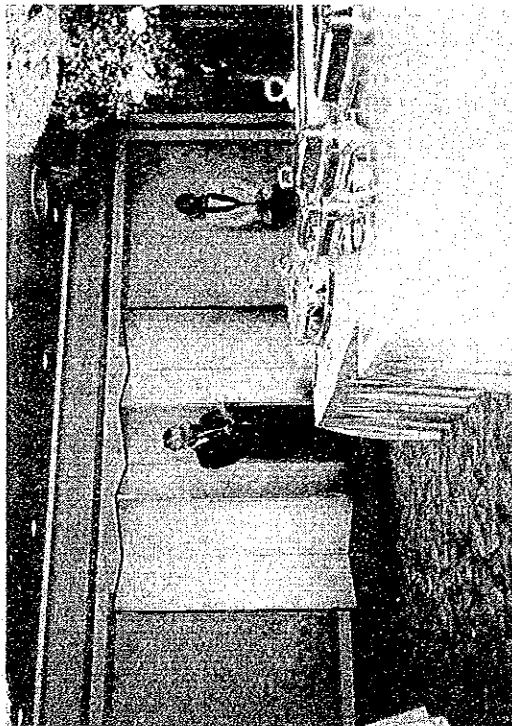


Welcome Address

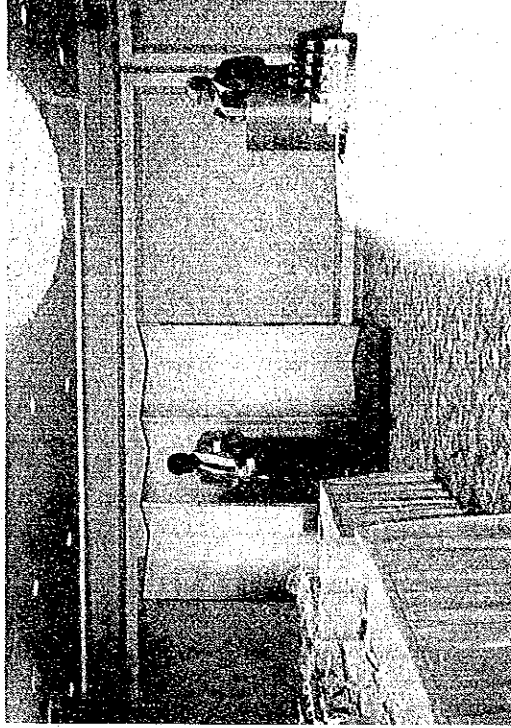


Reply Address

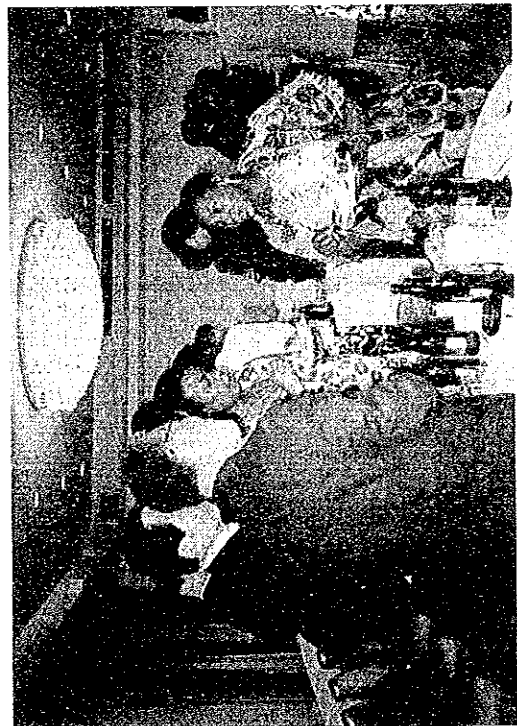
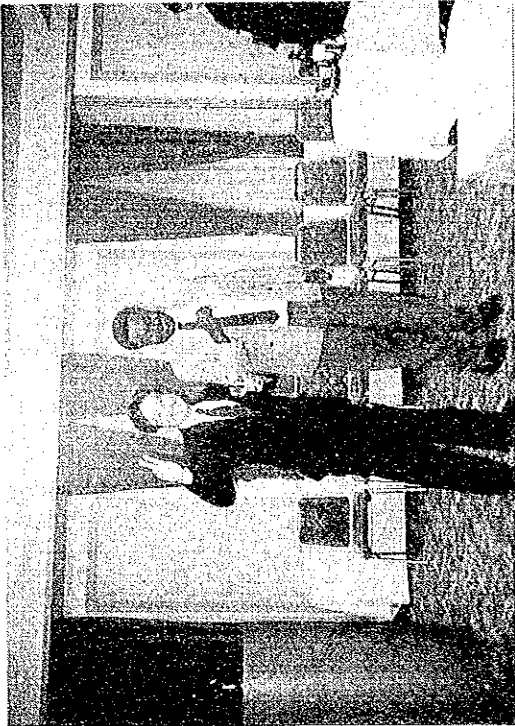
Welcome Party hosted by Director-General of the National Personnel Authority



Welcome Address



Reply Address





III. Lecture and Discussion

Lecture "Public Administration & Civil Service System in Japan"

Date: April 4, 1994

Lecturer: Mr. Itaro OGURA, Counsellor, Bureau of Administrative Services, NPA

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

Lecture "Manpower Control in the Government of Japan"

Date: April 5, 1994

Lecturer: Mr. Akira KODAKA, Director for International Affairs, Government Information Systems Planning Division, Administrative Management Bureau, Management & Coordination Agency

Contents: Explanation about how to control the number of governmental employees.

Lecture "Administrative Inspection"

Date: April 5, 1994

Lecturer: Mr. Mario MIYAGAWA, Director for Planning, Planning & Coordination Division, Administrative Inspection Bureau, Management & Coordination Agency

Contents: Explanation about administrative inspection & administrative counselling system

Lecture "Employment Policy"

Date: April 6, 1994

Lecturer: Professor Eiichi OYAMADA, Faculty of Human Sciences, Bunkyo University

Assistant: Mr. Yoshiya ARAKI, Officer of International Affairs Division, NPA

Contents: History & background of Japanese style management such as lifetime employment system

Lecture "Privatization & Adjustment of Work Force"

Date: April 6, 1994

Lecturer: Mr. Ten'i SUGAWARA, Deputy Manager, Personnel Section, Personnel Division, East Japan Railway Company

Contents: Explanation about processes to JR's privatization and division

Lecture "Economic Development in Japan & Macro Economic Policy"

Date: April 7, 1994

Lecturer: Mr. Kazuhiko KOGUCHI, Deputy Director, Office of International Research & Cooperation, Institute of Fiscal & Monetary Policy, Ministry of Finance

Contents: Explanation about Japanese economic development and the role of macro economic policy in its development process

Lecture "Personnel Information System"

Date: April 8, 1994

Lecturer: Mr. Katsumi NAKATA, Deputy Senior Manager, Planning Section, Personnel Department, Nippon Telegraph & Telephone Corporation

Contents: How computerized personnel information system is organized and works

Lecture "Streamlining Plan after Privatization"

Date: April 8, 1994

Lecturer: Mr. Akira SAKAKIBARA, Assistant Manager, Planning Section, Industrial Relations Department, Nippon Telegraph & Telephone Corporation

Contents: Explanation about NTT's early retirement incentive scheme

Lecture "Moral & Morale"

Date: April 13, 1994

Lecturer: Mr. Ku TASHIRO, Member of International Civil Service Commission

Assistant: Mr. Kou MISHIMA, Officer of Examination Office, NPA

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

Lecture "Development & Administration in Developing Countries"

Date: April 14, 1994

Lecturer: Professor Ryokichi HIRONO, Faculty of Economics, Seikei University

Assistant: Ms. Yumiko SENOO, Officer of Examination Office, NPA

Contents: Conditions for economic development

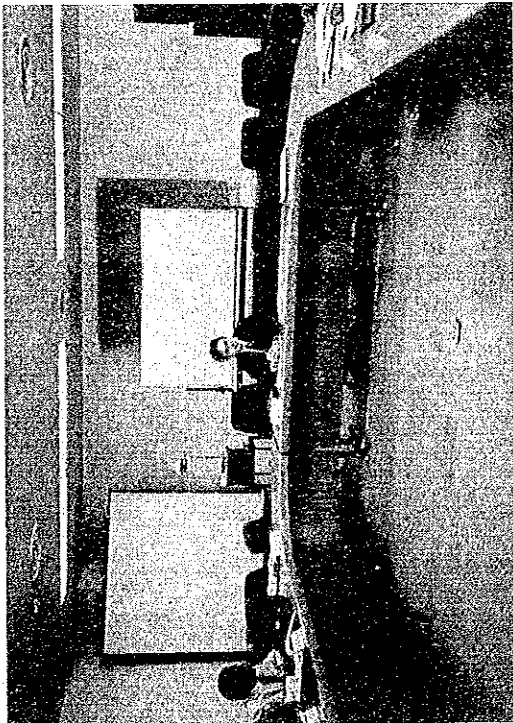
Discussion "Final Discussion"

Date: April 15, 1994

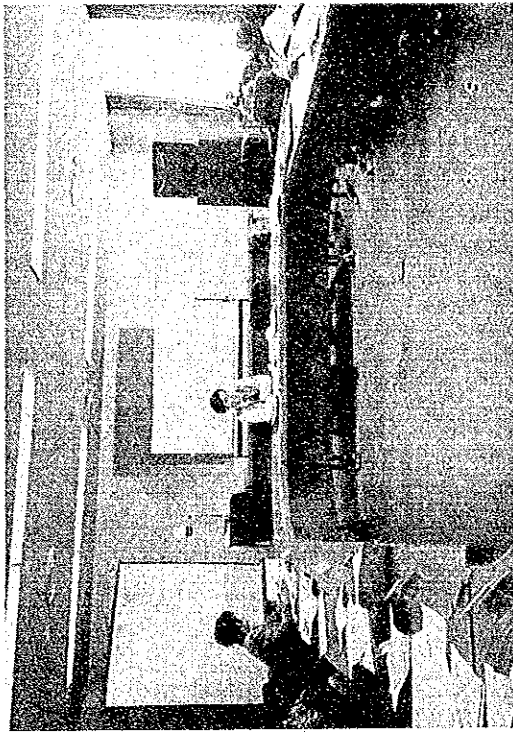
Coordinator: Mr. Ku TASHIRO and Mr. Itaro OGURA(see above)

Contents: Comprehensive discussion about the matters related to the above topics

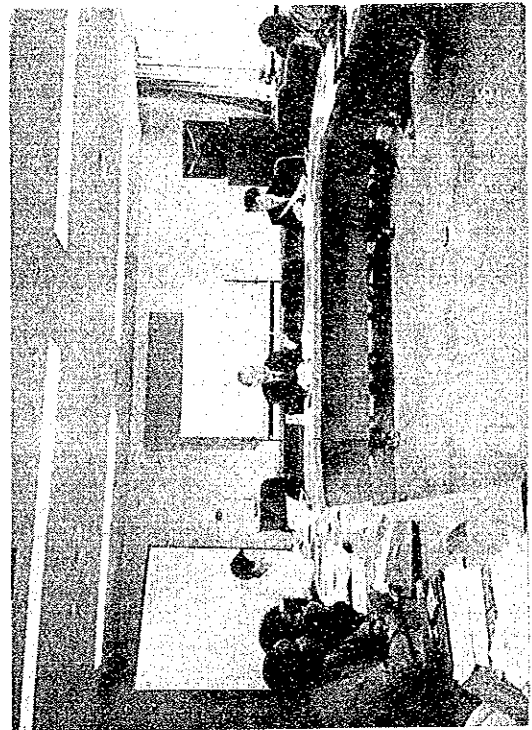
Lecture



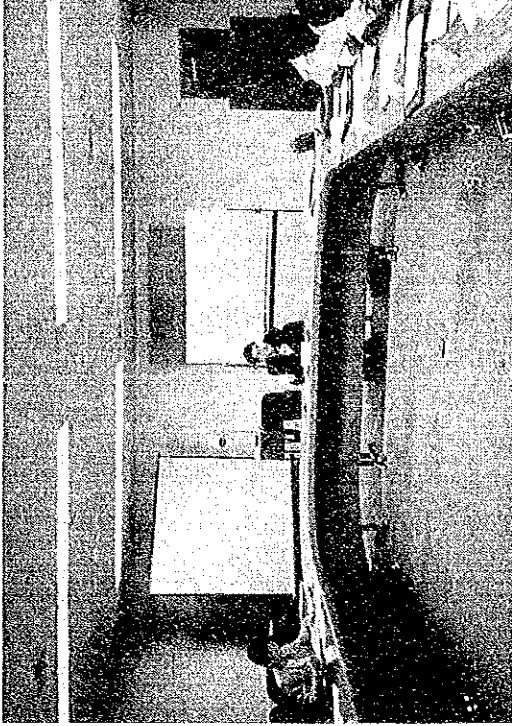
Mr. Ogura



Mr. Miyagawa



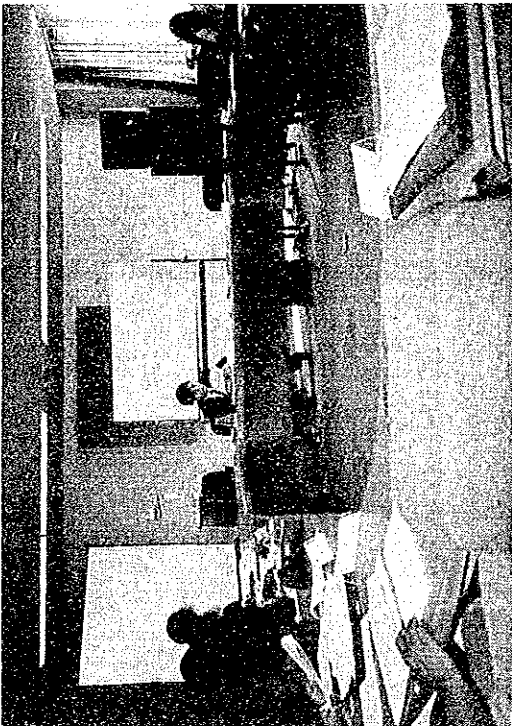
Prof. Oyamada



Mr. Koguchi



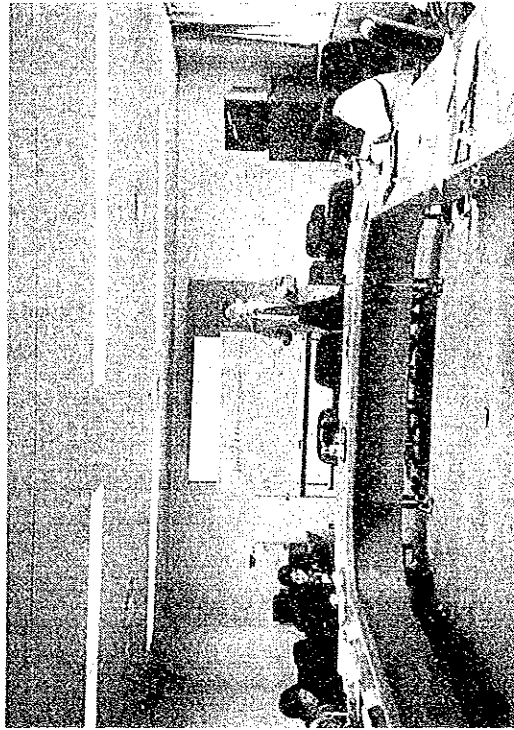
Mr. Nakata



Mr. Sugawara



Mr. Sakakibara



Prof. Hirono



Mr. Tashiro

IV. Study Tour

Visit to Japanese Patent Office

Date: April 7, 1994

Observation of computerized information system

Briefing about "Patent Application Paperless System"

by: Mr. Masami KOBAYASHI, Deputy Director, Electronic Data
Processing Administration Division and
Mr. Yutaka IIMURA, Deputy Director, International Affairs Division

Visit to Nippon Telegraph & Telephone Corporation

Date: April 8, 1994

Observation of computerized personnel information system

Briefing about "NTT's Activities and its Personnel Information System"

by Mr. Katsumi NAKATA, Deputy Senior Manager, Personnel
Department,

Mr. Eiichi SAKAMOTO, Assistant Manager, Personnel Department and
Mr. Takumi OGIHARA, Staff, International Affairs Department.

Visit to Tsuzuki Agricultural Cooperative

Date: April 11, 1994

Observation of farmland and packing & distribution processes

Briefing about "Activities of Tsuzuki Agricultural Cooperative"

by Mr. Osamu NISHIMURA, Executive Director

Visit to Kyoto Central Wholesale Marketplace

Date: April 12, 1994

Observation of auction market of farm products

Visit to Horiba Corporation

Date: April 12, 1994

Observation of a factory of Horiba Corporation

Briefing about "Horiba Corporation's Profile & its Personnel Policy"

by Mr. Ryuichi HIGUCHI, Corporate Information Desk, Public Relations
and Tokihito NAKAMURA, Manager, Personnel Section

Visit to Kyoto City

Date: April 10, 1994

Visit to Gion Corner (Traditional Japanese Arts Theater)

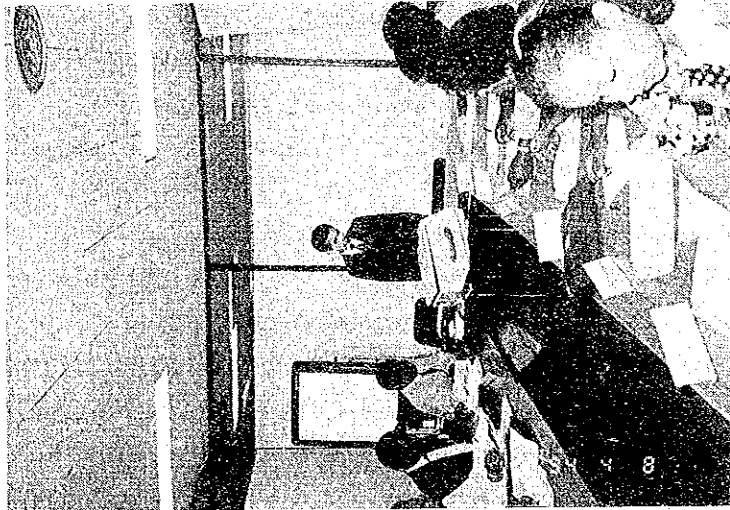
Date: April 11, 1994

Sightseeing of cultural & traditional places in Kyoto

Study Tour



Japan Patent Office



NTT



Tsuzuki Agricultural Cooperative



Horiba Corporation

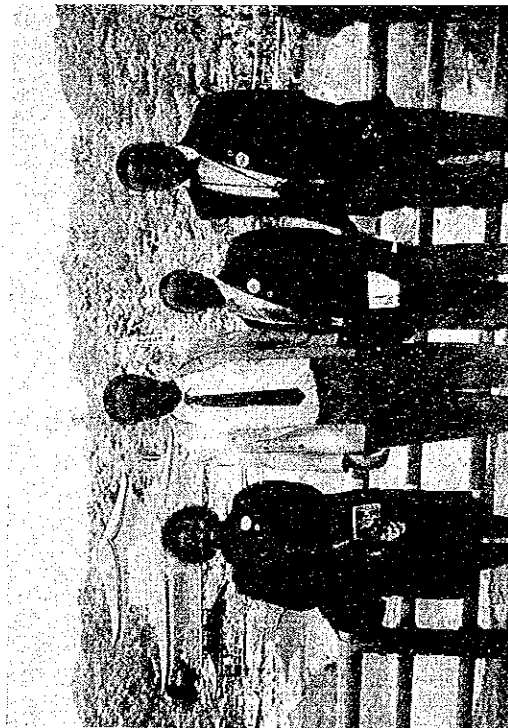


Kyoto Central Wholesale Marketplace

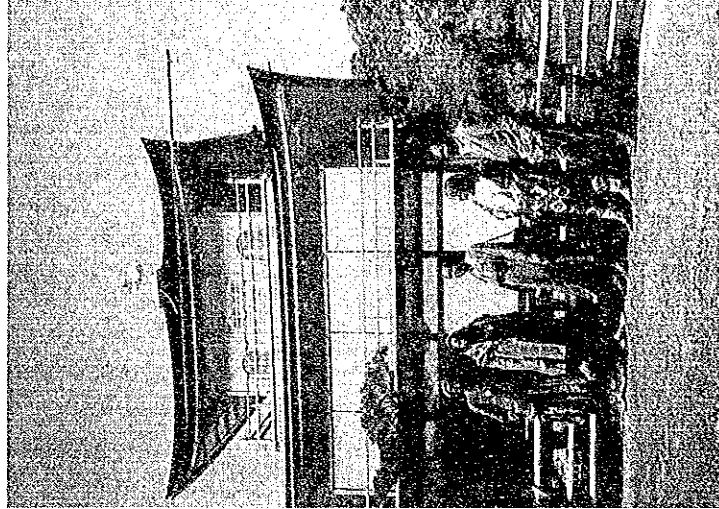


Shinkansen (Bullet Train)

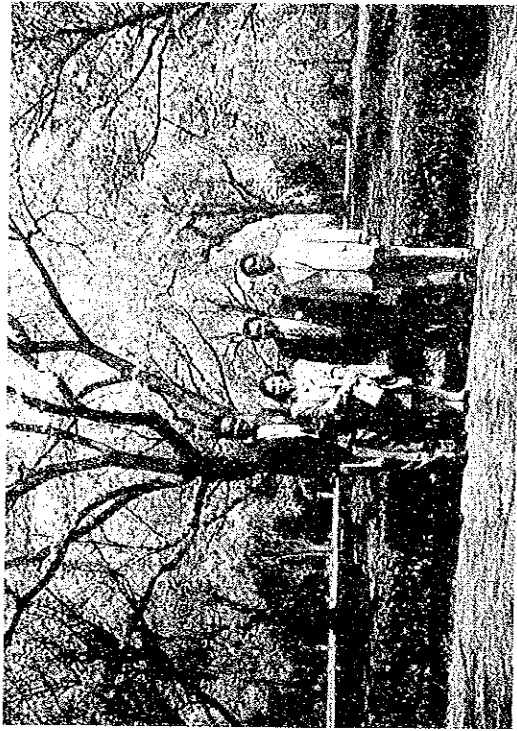
Sight-seeing of Kyoto



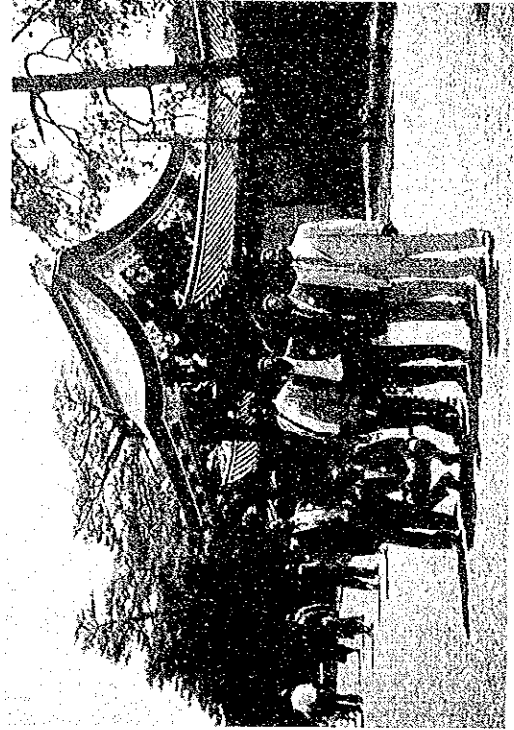
Kinkakuji (Golden Pavilion)



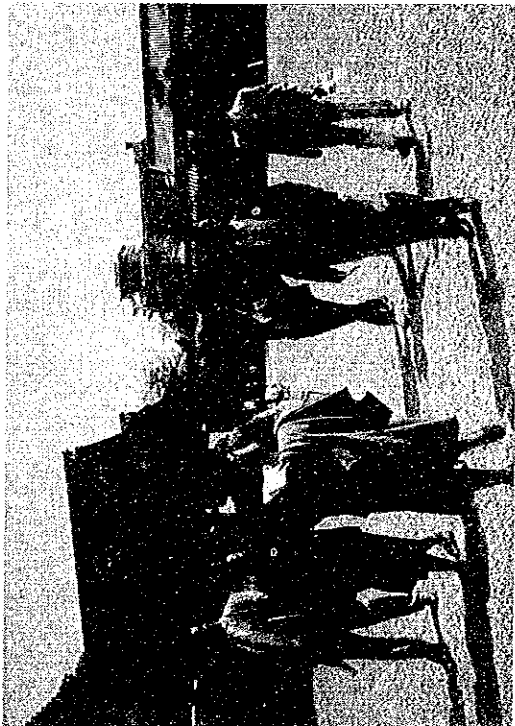
Kinkakuji (Golden Pavilion)



Nijo Castle



Kyoto Imperial Palace



Nijo Castle



Kyoto Imperial Palace

