

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

F. Y. 1995

June, 1996



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

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Japan Association for Civil Service Training and Development**

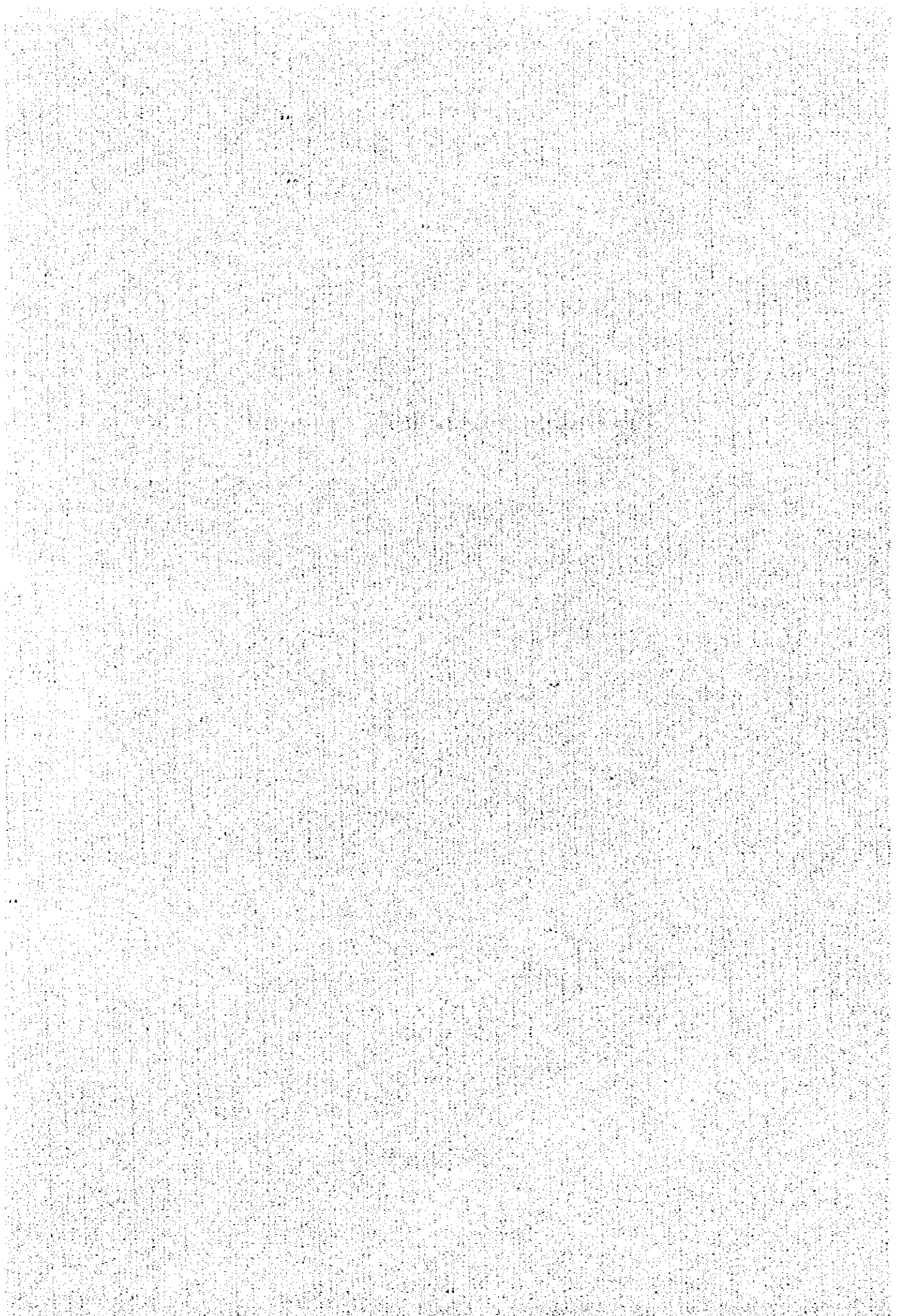


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I. Outline of Training Program



I. Outline of 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.

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. So, reducing the number of employees in its national government, 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 on the reform plan in Tanzania. The mission received the 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 the mission also received the request for sending a Japanese specialist in the field of reform of the civil service systems.

In answer to these requests, the Japanese government has organized this training course since 1994 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 work ethic and organization management in Japan through lectures on administration and civil service systems, morale keeping, organization management, staff number control systems and budgetary management system.
- 2) compare the current situations in Tanzania and Japan and try to find out ways to improve the efficiency and effectiveness of administration and human resource management for development.
- 3) observe Japanese society and culture which may help gain an understanding of the background of development in Japan.

(3) Duration

From January 16 to February 10, 1996 (referring to Appendix A)

(4) Administering Agencies

1) Japan International Cooperation Agency (JICA)

First Training Division

Tokyo International Centre (TIC)

2-49-5 Nishihara, Shibuya-ku, Tokyo 151 Japan

Tel.: 81-3-3485-7051

Fax.: 81-3-3485-7904

2) National Personnel Authority

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

Tel.: 81-3-3501-1067

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

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

Tel.: 81-3-3501-1067

Fax.: 81-3-3580-6092

The National Personnel Authority (NPA) was established as the central personnel agency for the national public service in 1948.

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

division 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 middle-class officials (principal officer or above) who are in charge of personnel policy formation in the Tanzanian government;
- 3) have a university degree or equivalent as well as occupational experience of more than ten years;
- 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;
- 6) not be serving in the military

(7) Participants

8 Tanzanian government officials (referring to Appendix B)

(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. Akira Yamamoto (NPA)

2) Coordinator: Ms. Atsuko Ando (JICE)

3) Organization:

1. Tokyo International Centre, JICA

Mr. Mitsuō Ishizaki, Managing Director,

Mr. Toshimichi Chisaka, Director, First Training Division

Ms. Chizuko Yamada, Training Officer, First Training Division

2. Japan Association for Civil Service Training and Development

Mr. Kenzo Hattori, President

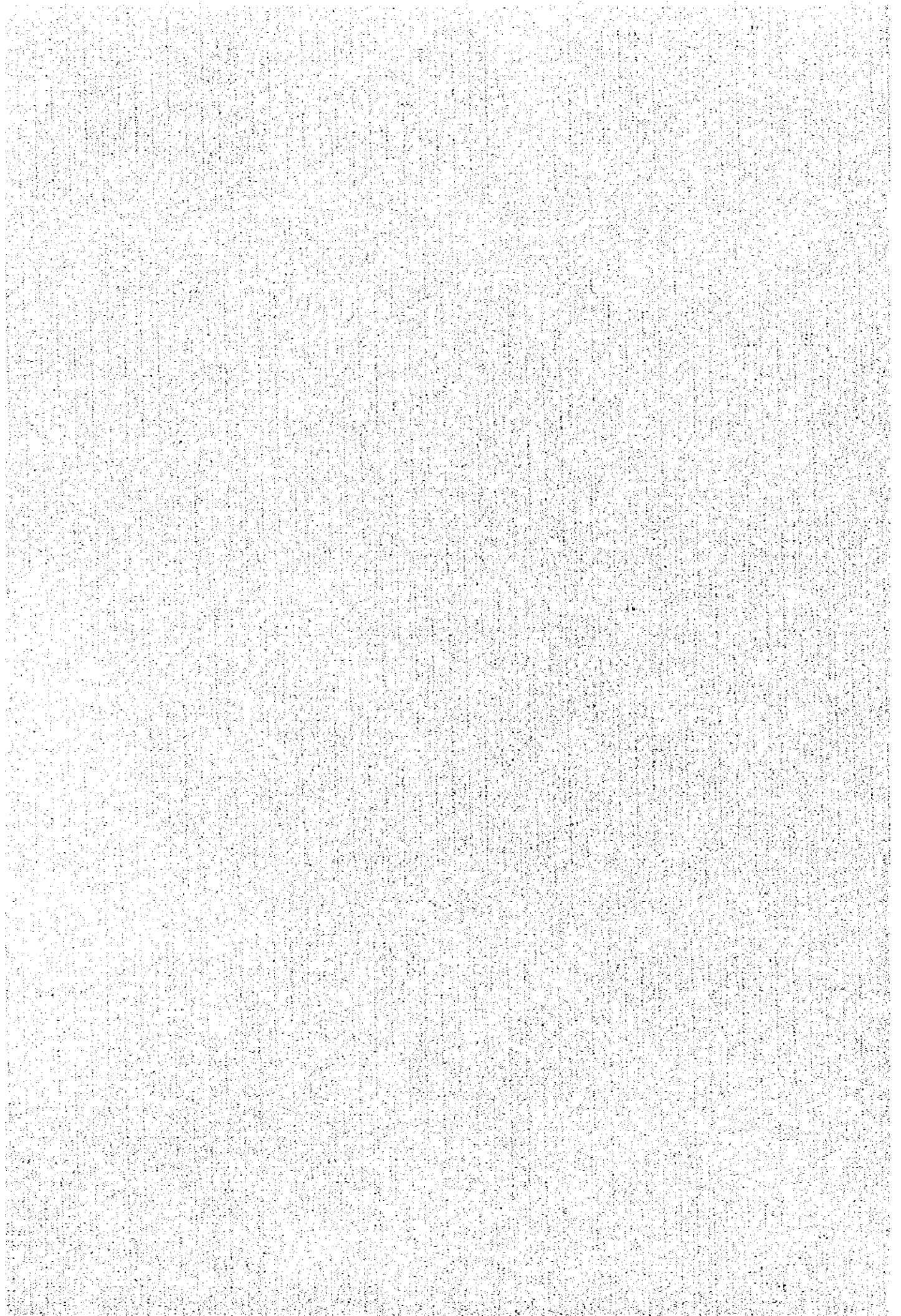
Mr. Shigeyoshi Momose, Director, General Affairs Department

3. International Affairs Division, National Personnel Authority

Mr. Ken-ichi Sakuma, Director

Mr. Taira Yakuden, Administrative Officer

II. Content of Training



II. Content of Training

1. Ceremony

(1) Opening Ceremony

1) Place

Institute for International Cooperation

2) Time

10:00-10:30, January 22, 1996

3) Ceremony

1. Opening Address

**by Mr. Eizo HIRAYAMA, Deputy Director-General,
Bureau of Administrative Services, National Personnel Authority**

2. Welcome Speech

**by Mr. Masayoshi Enomoto, Deputy Managing Director,
Training Affairs Department, Japan International Cooperation Agency**

3. Reply Address

**by Ms. Sellina Mkasafari John Lyimo, Assistant Director,
President's Office Civil Service Department**

(2) Courtesy Call on Secretary General of the National Personnel Authority

1) Place

Secretary General's office in NPA

2) Time

16:30-17:00, January 23, 1996

3) Ceremony

1. Welcome Address

**by Mr. Koichiro Yamasaki,
Secretary General of the National Personnel Authority**

2. Reply Address

**by Mr. Adam Ahmad Kyama, Senior Training Officer,
Ministry of Water, Energy and Minerals**

(3) Visit to the Office of National Personnel Authority

1) Place

Budget and Accounting Section, Financial Affairs Division

2) Briefer

Mr. Ishikawa, Assistant Director, Bureau of Administrative Service

(4) Welcome Party hosted by Director-General of National Personnel Authority

1) Place

Toranomon Pastoral

2) Time

18:00-19:20, January 23, 1996

3) Ceremony

1. Welcome Address

**by Mr. Kazuo Takemasa, Director-General,
Bureau of Administrative Services, National Personnel Authority**

2. Reply Address

by Ms. Adili Peter Smsi Mgonja, Coordination Officer, The State House

(5) Closing Ceremony

1) Place

Institute for International Cooperation

2) Time

12:00-12:30, February 9, 1996

3) Ceremony

1. Closing Address

by Mr. Mitsuo Ishizaki, Managing Director, Tokyo International Centre,
Japan International Cooperation Agency

2. Congratulation Speech

by Mr. Eizo Hirayama, Deputy Director-General,
Bureau of Administrative Services, National Personnel Authority

3. Presentation of Certificates

by Mr. Mitsuo Ishizaki, Managing Director, Tokyo International Centre,
Japan International Cooperation Agency

4. Reply Address

by Mr. Wendelin Prosper Mtolera Matumula, Assistant Director,
Civil Service Department, President's Office

(6) Farewell Party

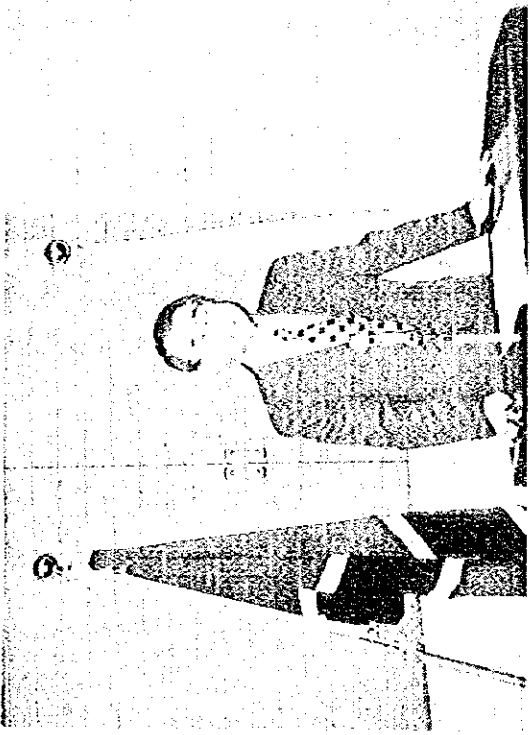
1) Place

Institute for International Cooperation

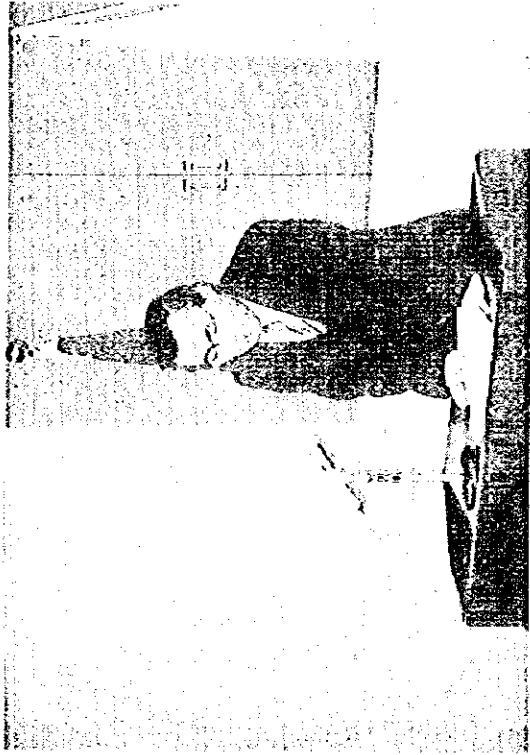
2) Time

12:30-14:00, February 9, 1996

Opening Ceremony



Opening Address

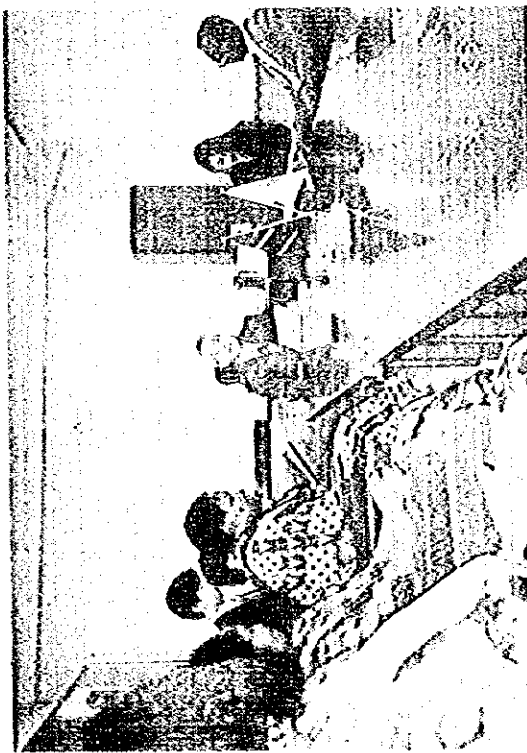


Welcome Speech

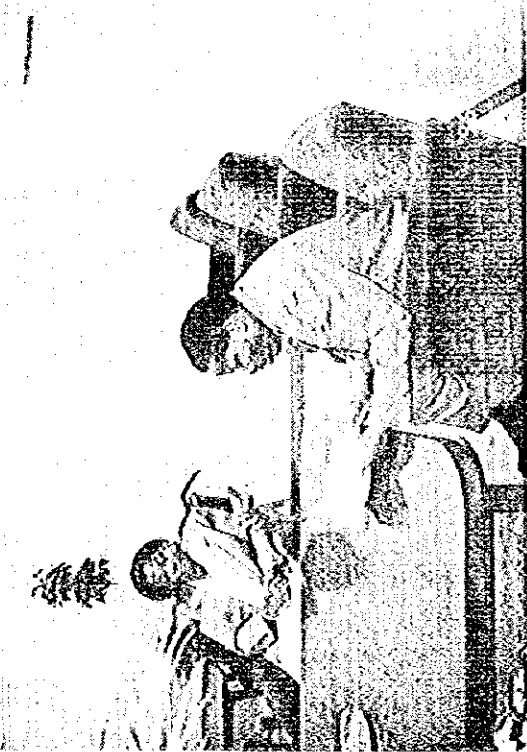


Reply Address

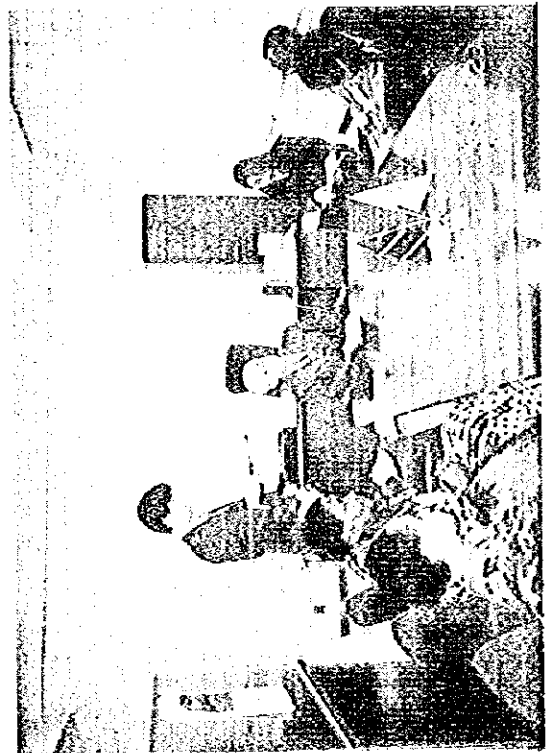
Courtesy Call on Secretary — General of the National Personnel Authority



Welcome Address



Reply Address



Opinion Exchange

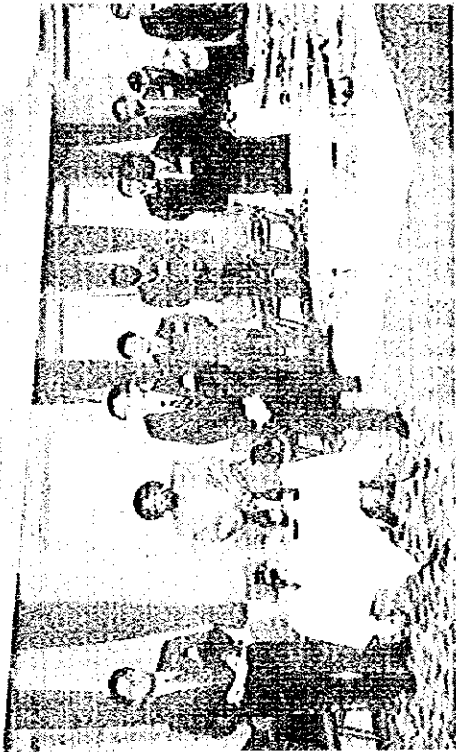


Visit to the Office of NPA

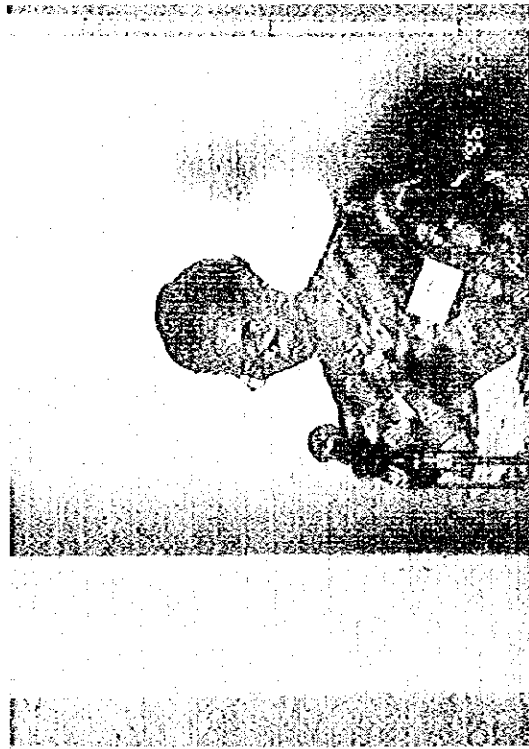
Welcome Party hosted by Director — General of the National Personnel Authority



Welcome Address



Participants



Reply Address



Welcome Party

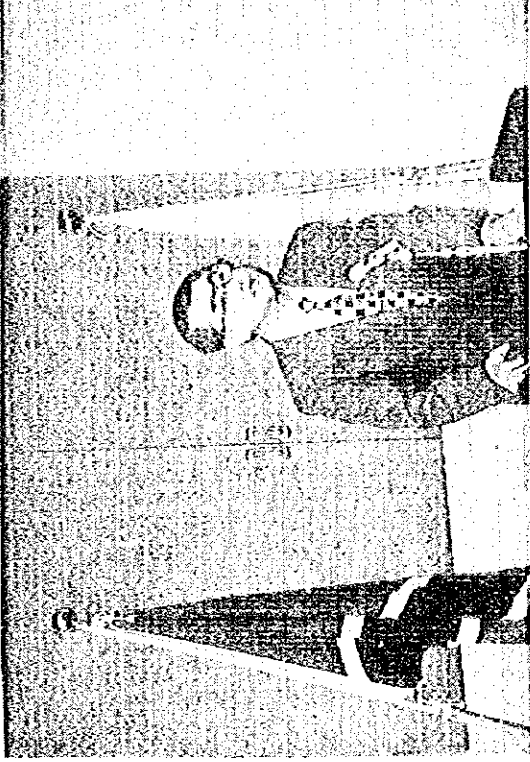
Closing Ceremony and Farewell Party



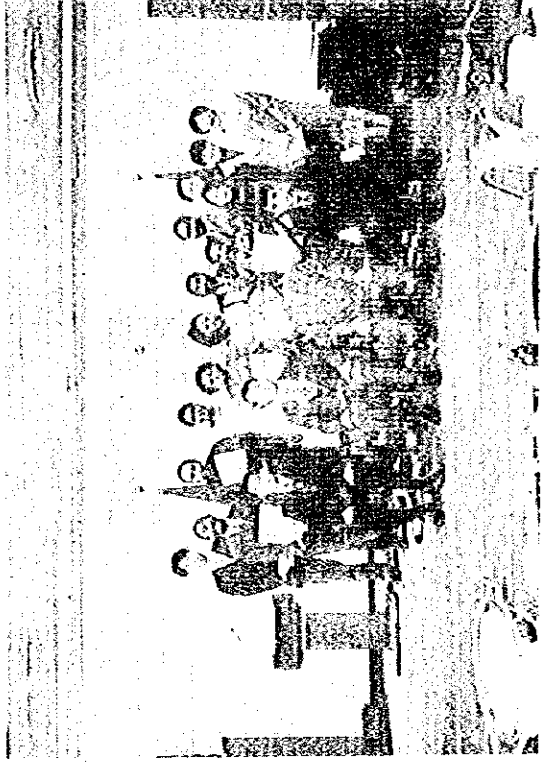
Closing Address



Reply Address



Congratulation Speech



Farewell Party



Farewell Party



Closing Ceremony

2. Orientation

(1) Orientation by JICA

1) Date: From January 17 to 20, 1996

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 NPA

1) Date: January 17, 1996

2) Contents:

Explanation of curriculum describing objectives of lectures and study tours

3. Lecture

<p>Date : January 23 (Mon.) 10:00-16:30</p> <p>Lecture : "Administration and Civil Service System"</p> <p>Lecturer: Mr. Ken-ichi Sakuma, Director, International Affairs Division of NPA</p> <p>Aims : This section was designed to provide participants with a fundamental knowledge of Japanese government and Japanese civil service.</p>
--

< main topics >

1. Japanese Government Structure:

Central Government

Local Government

2. Central Government :

3. Population and Japanese employment

4. Historical overview of the National Public Service System

5. Outline of the National Public Service System

Kinds of National Public Service

Central Organization in charge of National Personnel Management Policy

Position-Classification System

Appointment

Remuneration

Efficiency

Service Discipline

Working Hours and Leaves of Absence

Status and Disciplinary Action

Equity Process

Accident Compensation System

Employees' Organization

System for Dispatching Personnel to International Organizations, etc.

Leave System

Retirement Allowance and Pension

[Materials handed out]

National Public Service System Reference Materials (Published by NPA)

Date : January 24 (Wed.) 10:00-16:30
Lecture : "Motivation and Discipline"
Lecturer: Mr. Ku Tashiro, Member, United Nations International Civil Service Commission
Aims : This section focused on some fundamental factors of motivating Public Service Employees referring to Japanese Government case.

< main topics >

1. Case study

Why can Japanese Public Service be operated efficiently by limited working forces?

2. Quality of Public Service

Recruitment and retention of competent employees
Better Motivation

3. Discipline in Perspective

(1) What is discipline?

Mental and moral training for Public Service
Corrective actions

(2) Discipline vs. Performance

(3) Discipline in Public Service Administration

Preventive discipline; *'Don't'* approaches
Positive discipline; *'Do'* approaches

4. Motivation and Discipline

Toward establishment of democratic and efficient public service

[Materials handed out]

The Implications of Small Public Services to National Economic Development: A Case Study of the Japanese Government by Ku Tashiro

Date : January 26 (Fri.) 10:00-16:30

Lecture : "Japanese Personnel Management and its Changes"

Lecturer: Mr. Hirohisa Nagai, Assistant Professor, Sensyu University

Aims : This section was constructed two parts. One was about the Japanese HRM systems and Japanese culture. And the other was about "How do the developing countries get along with Japan?"

< main topics >

Part 1: Changes and stability in Japanese HRM Systems

- 1. Model for Japanese System of HRM**
- 2. Concept of Job**
 Concept of Job and Organizational Composition
- 3. Labor market and orientation of employment**
 Groups of employees in large Japanese companies
- 4. Flexibility between management and workers**
- 5. Environmental changes to Japanese HRM**
 Effectiveness of environmental changes to Japanese HRM systems
- 6. Future of labor force structure**

Part 2: How to get along with Japanese in business?

- 1. Globalization of Japanese companies**
- 2. Keyword to understand Japanese-style interpersonal relationship**
 POLICY ----- Vital interest and old customs in Japanese business
 INTERACTION ----- Human relations and interest of business
 DELIBERATION ----- Conflict of interest and harmony
 OUTCOME ----- Final understanding reached by the parties
- 3. Cultural context**
- 4. Type indicator**
- 5. Global negotiation flow chart**

Date : January 29 (Mon.) 10:00-12:30
Lecture : "Control System of Size of Government"
Lecturer: Mr. Hitoshi Fukui, Deputy Director for Management, Planning and Coordination Division, Administrative Management Bureau, Management and Coordination Agency
Aims : This section was structured to accentuate the participants' understanding of the way to control the number of Government staffs.

< main topics >

I. Administrative organization

1. Distribution of Administrative Affairs and System of Responsibility

- (1) Exercise of Cabinet's Executive Power
- (2) Separate Control of Administrative Affairs

2. Control Statutory System

3. Classification of Administrative Organ

- (1) Office, Ministry, Commission and Agency
 - a) Office and Ministry
 - b) Commission and Agency
 - c) Agency headed by Minister of State
- (2) Internal Organization
 - a) Internal Bureau and Department
Secretariat and Bureau etc.
 - b) Supplementary Organ
Organ as an Institution
Special Organ
 - c) Local Branch Bureau or Department
- (3) Example of Administrative Organization

II. Total staff number control

The reduction is being attempted in the number of national government workers in connection with the enforcement of the Law concerning the Fixed Number of Personnel of Administrative Organ (the Total Staff Number Law) and the personnel reduction plan.

[Materials handed out]

Administrative Organization (Published by Planning and Coordination Division, Management and Coordination Agency)

Date : January 29 (Mon.) 14:00-16:30
Lecture : "Japanese Budgetary Management"
Lecturer: Mr. Shinich Nakabayashi, Deputy-Director, Office of International Research and Corporation, Institute of Fiscal and Monetary Policy, Ministry of Finance
Aims : This section was designed to provide participants with a fundamental knowledge of Japanese budgetary management systems and Fiscal Investment and Loan Program (FILP).

< main topics >

1. Japan's current fiscal position
History of Public Finance and Current Fiscal Situation
International Comparison
National Burden Ratio
2. Outline of the FY 1995 initial budget
The Budget Framework
Budget speech by Finance Minister at the 132nd Diet Session
3. Budget program by function
Education and Science
Agriculture, Forestry and Fisheries
Economic Cooperation
National Defense
Local Government Finance
National Debt Service
Reducing the number of civil servants
4. Second Supplementary Budget for Fiscal 1994
5. Budget system and process
General Explanation
Types of Budget
Composition of budget
Budget Process
6. Fiscal Investment and Loan Program (FILP)
Framework of the FILP
Fund Sources of the FILP

[Materials handed out]

The Japanese budget in brief 1995 (Published by Budget Bureau, Ministry of Finance)

Date : February 5 (Mon.) 10:00-16:30
Lecture : "Development and Administration in Developing Countries"
Lecturer: Professor Ryokichi Hirono, Seikei University
Aims : This section focused on the world trends in the 21st Century. And the participants understand the role of their country and major issues in the future.

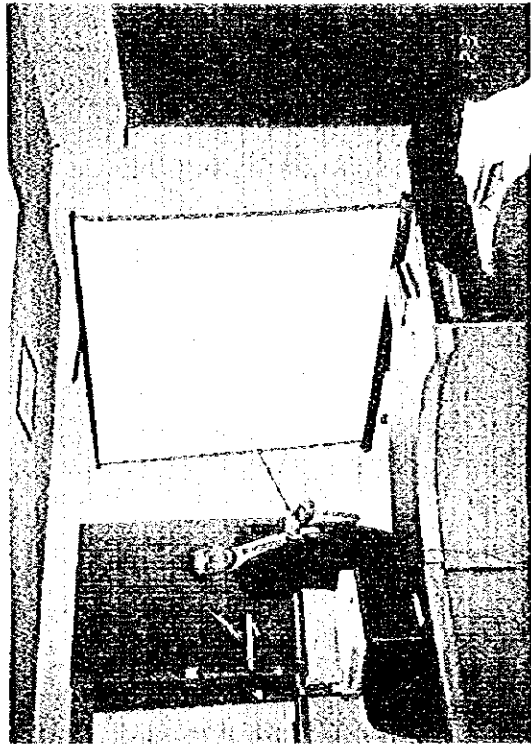
< main topics >

1. **Emerging Trends and Issues in the 21st century Global Context**
Increasing competition among the trilateral countries of Japan, North America and Western Europe
Growing crises in trilateral countries' economic and political management
2. **A Steady shift from Confrontation during the 1970s through consultation during the 1980s-90s to Joint Actions by the North and the South in the 21st century**
A partial success in free trade compact in the Uruguay Rounds, multilateral trade negotiation finalized in December, 1993
3. **Catching up with the dynamic economies of East Asia in the 1990s and the first decade of the 21st Century**
4. **Major Issues Facing the Asia-Pacific Economies in the 1990s and 21st Century**
5. **The Stabilization of economic Growth in the late 80s and 90s in Latin America and the Caribbean**
6. **Major Issues Confronting the Latin American and the Caribbean Region**
7. **Major Issues Confronting sub-Saharan Africa**
8. **The Role of Japan in the Asia-Pacific Economics, Latin America, the Caribbean and sub-Saharan African countries for the International Economic Scene in the 21st Century**

[Materials handed out]

The Economic Development of Developing Countries in the 21st Century

Lecture



Mr. SAKUMA
"Administration and Civil Servant System"



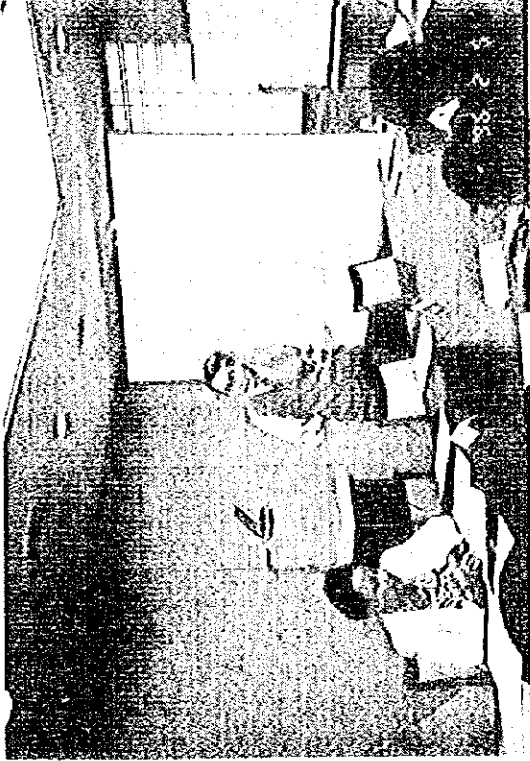
Mr. TASHIRO
"Motivation and Discipline"



Mr. NAGAI
"Japanese Personnel Management and its Changes"



Mr. FUKUI
"Control System of the Size of Government"



Mr. HIRONO
"Development and Administration in Developing Countries"



Mr. NAKABAYASHI
"Japanese Budgetary Management"

4. Discussion

(1) Civil Service Reform in Tanzania (Discussion Part 1)

(Date: January 22)

Country Report Presentation

Led by Mr. Ken-ichi Sakuma, Director, International Affairs Division of NPA

In order to enhance the effectiveness of this training, each participants was required to write a report which covers all the subjects below before coming to Japan.

1) Working Ethic

- (a) Current situation in Tanzania
- (b) Problems (Which points might be improved)
- (c) Countermeasures

2) Organization management

- (a) Current situation in Tanzania
- (b) Problems (Which points might be improved)
- (c) Countermeasures

3) The role of administration development

In this session, participants discussed the country reports, and exchanged opinions about Tanzanian Government's working ethic, organization management and the role of administration development.

(2) Civil Service Reform in Tanzania (Discussion Part 2)

(Date: January 31)

Comparative Study of Work Ethic and Organization Management

Led by Mr. Ken-ichi Sakuma, Director, International Affairs Division of NPA

In this session, participants discussed work ethic and organization management for Tanzanian Government. Through the discussion, they studied and analyzed them, especially following aspects.

Countermeasures for work ethics and organization management problems

- ex 1) The methods which supervisors employ to motivate their subordinate.
- 2) Training system and how the training experience is evaluated in career development and evaluation, etc.

(3) Civil Service Reform in Tanzania (Discussion Part 3)

(Date: February 7, 8)

Final Report Presentation and Discussion over Final Report

Led by Mr. Yukiya Yoshizumi, Deputy Director, International Affairs Division of NPA

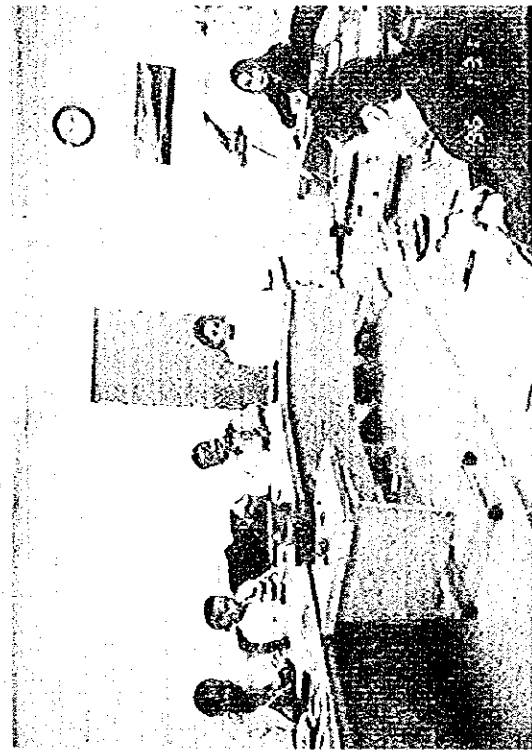
At the final stage, participants were required to write a final report. In this session, participants presented their final report and based on the reports, they discussed the role of administration in Tanzania and exchanged their opinions among them and with the moderator.

[Points of the Final Report]

- 1) What has each participant acquired during this training course?
- 2) Which aspects of the Japanese system might work in Tanzania?
- 3) What are the crucial points for achieving a small, efficient and effective administration?
- 4) Practical measures to cope with the problems facing Tanzania and realize a small, efficient and effective administration and to improve development with such administration

(Appendix C ----- Final Report)

Discussion



Mr. SAKUMA
Civil Service Reform in Tanzania
(Discussion Part)



Mr. YOSHIZUMI
Civil Service Reform in Tanzania
(Discussion Part)

5. Study Tour

(1) Visit to Fuchu Prison

(Date: January 25)

Fuchu Prison is the largest prison in Japan in terms of capacity and this prison has a lot of foreign nationals prisoners. In order to promote the inmate's rehabilitation and self-reliance, various vocational and educational programs are carried out there. Participants studied the Human Management of prison keepers, especially focusing on motivation of employees working at hardship duty organs.

(2) Visit to National Aerospace Laboratory (NAL)

(Date: January 25)

NAL has conducted research and development related to aircraft, aeroengines and rockets and those high technologies are leading Japanese space industry. At the same time, NAL has directed its effort towards constructing large-scale test facilities for common use with other Government organizations. Participants understood the human management of researchers who promote advanced technologies.

(3) Visit to Matusita Battery Company Ltd.

(Date: February 1)

This company has 19 overseas production plants in 13 countries serving as bases for their international activities. One of the factories is located in Tanzania. And the company has been able to assist the economic development of many countries through technology transfers. Participants studied efficient production system in a private company and its personnel management.

(4) Visit to Sakai City Government

(Date: February 2)

Since ancient times, foreign trade and cultural exchange with overseas countries have been active in Sakai City. Sakai has been famous for its enterprising spirit, where its citizens willingly accept new things and have continued to develop its unique culture and industry. And participants learnt Local Government system and personnel system in comparison with that of the National Government.

(5) Visit to Mazda Motor Corporation (Date: February 2)

This company is a famous motor corporation in Japan, and the company has efficient producing systems. Participants understood the division of labor system and how to improve productivity and manufacturing techniques.

(6) Visit to Hiroshima (Date: February 3)

Japan is the only nation in the world where atomic bombs were dropped. And Hiroshima had terrible damage at that time. This city has the atomic bomb memorial center for world peace. Participants observed Hiroshima city and learn how it developed from terrible disaster.

(7) Observation of Japanese Working System (Date: January 30)

This section, Japanese Working System (Visit to Central Government Office), is consist of observation and lecture. Participants had a chance to watch the office and exchange opinion about the working system with that section's officer directly.

In this session, participants were divided into 4 groups and each group members observed the actual work (Japanese style work). And the participants understood Japanese working style and also exchanged opinion with Japanese Officers.

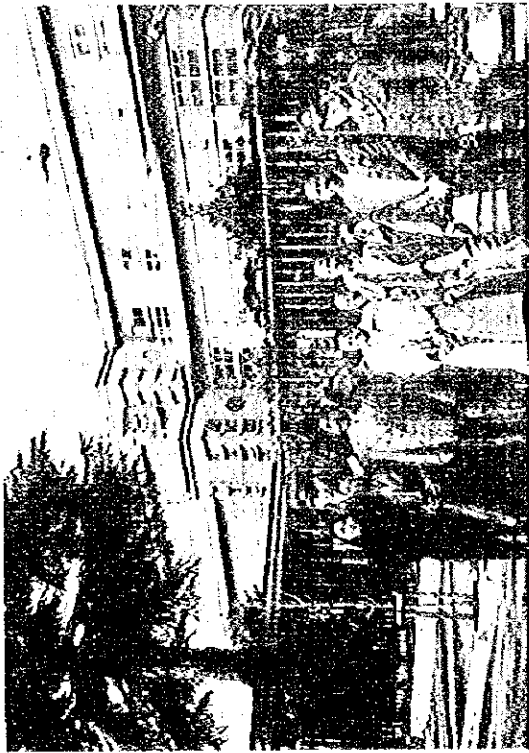
Group A Policy Planning Section, Second Remuneration Division,
Bureau of Remuneration

Group B First Working Conditions Section, Service Regulation Division,
Bureau of Employee Relations

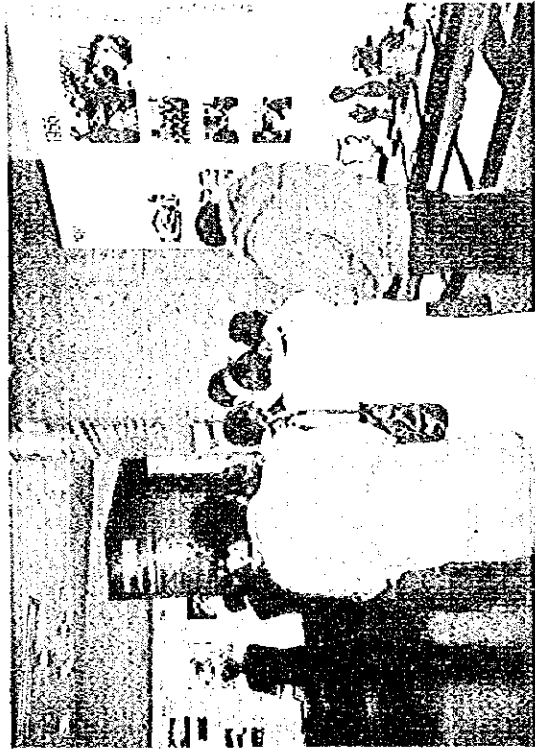
Group C Office of Policy Planing for Aged Personnel
Bureau of Administrative Services

Group D Budget and Accounting Section, Financial Affairs Division,
Bureau of Administrative Services

Study Tour



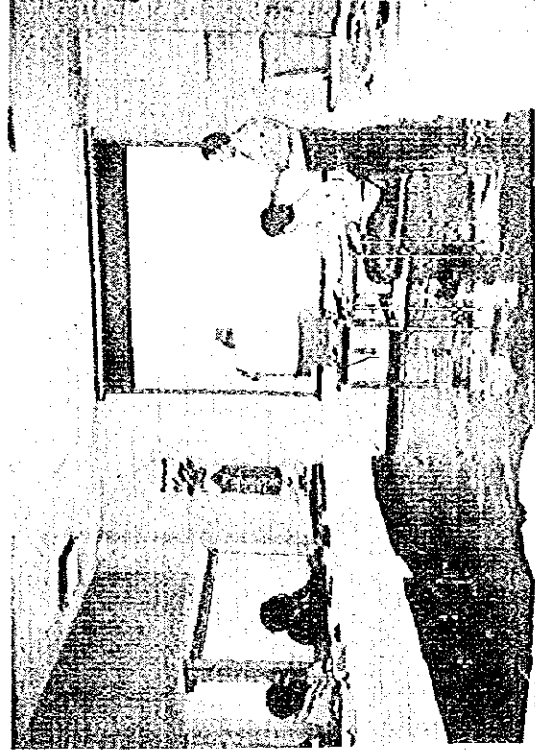
Fuchu Prison



Matsushita Battery Company Ltd.



National Aerospace Laboratory



Matsushita Battery Company Ltd.



Hiroshima Peace Memorial Park



Policy Planning Section,
Second Remuneration Division



Sakai City Government



Shuku-Kei Garden

Appendix

- A. Program Schedule
- B. List of Participants
- C. Final Report

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3. Mr. Winston Ndaliye Mogoile	49
4. Ms. Anastasia Valent Konrad Mmuni	54
5. Ms. Matilda Kenani Mwakosya	65
6. Ms. Adili Peter Semsu Mgonja	70
7. Mr. Adamu Ahmad Kyama	74
8. Ms. Sellina Mkasafari Lyimo	80






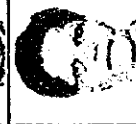


Training Course on National Government Administration for Tanzanian Officials, 1996

Date		Morning (10:00 - 12:30)	Afternoon (14:00 - 16:30)
Tue.	Jan. 16	Arrival	
Wed.	17	JICA orientation	Program Orientation (13:30 - 15:30)
Thu.	18	JICA orientation	
Fri.	19	JICA orientation	
Sat.	20	JICA orientation	
Sun.	21	Free - time	
Mon.	22	10:00 - 10:30 Opening Ceremony "Civil Service Reforms in Tanzania (Discussion Part I)" Country Report Presentation and Summary	
Tue.	23	Lecture "Administration and Civil Servant System" Mr. Ken-ichi Sakuma Director, International Affairs Division of NPA	continued Courtesy Call on Secretary General of NPA 16:30 - 17:00
Wed.	24	Lecture "Motivation and Discipline" Mr. Ku Tashiro, Member, United Nations International Civil Service Commission	
Thu.	25	Visit to Fuchu Prison	Visit to National Aerospace Laboratory
Fri.	26	Lecture "Japanese Personnel Management and its Changes" Mr. Hirohisa Nagai, Assistant Professor, Sensyu University	
Sat.	27	Free - time	
Sun.	28	Free - time	
Mon.	29	Lecture "Control System of the Size of Government" Mr. Hitoshi Fukui, Deputy-Director for Management, Administrative Management Bureau, Management and Coordination Agency	Lecture "Japanese Budgetary Management" Mr. Shinichi Nakabayashi, Deputy-Director, Office of International Research and Corporation, Institute of Fiscal and Monetary Policy
Tue.	30	"Japanese Working System" Explanation and Direct Experience	
Wed.	31	"Civil Service Reforms in Tanzania (Discussion Part II)" Comparative Study of Work Ethic and Organization Management Led by Mr. Ken-ichi Sakuma, Director, International Affairs Division of NPA	
Thu.	Feb. 1	Move to Osaka	Visit to Matusita Battery Company Ltd.
Fri.	2	Visit to Sakai City Government	Visit to Mazda Motor Corporation
Sat.	3	Sightseeing in Hiroshima	Move to Tokyo
Sun.	4	Free - time	
Mon.	5	Lecture "Development and Administration in developing Countries" Professor Ryokichi Hirono, Seikei University	
Tue.	6	Final Report Writing	
Wed.	7	"Civil Service Reforms in Tanzania (Discussion Part III)" Final Report Presentation, Led by Mr. Yukiya Yoshizumi, Deputy Director, International Affairs Division, NPA	
Thu.	8	"Civil Service Reforms in Tanzania (Discussion Part III)" Discussion over Final Reports Led by Mr. Yukiya Yoshizumi,	
Fri.	9	Evaluation Meeting and Closing Ceremony	
Sat.	10	Departure	

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

(平成7年度 タンザニア国別特設「国家行政」研修員リスト)

As of January 16, 1996

No.	Photo	Name	Date of Birth	Present Post	Address for Correspondence
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6		Ms. Adili Peter Seimsi MGONJA マデイリ	Feb. 27, '49 (D-95-02364)	Coordination Officer The State House 大統領府法制局 調整官	President's Office P. O. Box 9120 Dar es Salaam Tanzania
7		Mr. Adamu Ahmad KYAMA キヤマ	Oct. 4, '52 (D-95-02365)	Senior Training Officer I Ministry of Energy and Minerals エネルギー・鉱物資源省 上席研修官	Ministry of Energy and Minerals P. O. Box 2000 Dar es Salaam Tanzania
8		Mrs. Sellina Mkasafari LYIMO リモ	Oct. 21, '58 (D-95-10012)	Acting Assistant Director President's Office, Civil Service Department 公務員庁 主務人事管理官	Civil Service Department P. O. Box 2483 Dar es Salaam Tanzania

Final Report

February 5, 1996

At the final stage, each participants is also requested to write a final report on the following points, taking into account the experience in this training course.

- (1) What has each participants acquired during this training course?
- (2) Which aspects of the Japanese system might work in Tanzania?
- (3) What are the crucial points for achieving a small, efficient and effective administration?
- (4) Practical measures to cope with the problems facing Tanzania and realize a small, efficient and effective administration and to improve development with such administration.

These reports are to be presented on February 7 (up to 30 minutes including time for questions).

- a. Participants are free to mention to other points than the points itemized above.

Final Report

by Mr. Wendelin Prosper Mtolera Matumula

1. INTRODUCTION

The course National Government Administration for Tanzania officials was specifically organized in order to establish, through comparative study between the current situations in Tanzania and Japan and try to clear some concepts of a small, affordable, efficient and effective administration, and human resource management and how goals may be achieved.

In the course of training which lasted for twenty six days (16/1 - 10/2/96) a number of subjects were covered or discussed. Namely; administration and civil servants system in Japan; motivation and discipline; Japanese personnel management and its changes; control system of the size of government; Japanese budgetary management; development and administration in developing countries; and of course not forgetting study tours and a visit (attachment) to NPA offices.

All these subjects covered together with discussions on the individual country reports prepared by the participants were aimed at exposing the participants to the Japanese way of government administration.

2. THE LESSONS LEARNED

2.1 WHAT EACH PARTICIPANT ACQUIRED DURING THE TRAINING

During the training each participant I believe acquired some new knowledge in the day to day working by the Japanese people. For instance about the perception which the staff have about their organization on the management. On this aspect each participant learned that the workers in Japan have a sense of belongingness to a company or organization. They have a feeling that their organization is there for them and if they work hard the profit accrued will be theirs. Moreover the labour unions are based on company/organization basis. In Japan it is understood, that each worker is an asset.

One more good thing which was studied is that the retirees from the government service can still be employed in private companies if they still want and their former organizations can assist them secure employment. It was further explained that Japanese workers are motivated in such a way that it is rare for civil servants crossing over to the private sector in the course of their tenure. It has been understood that quality of the public service depends on recruitment and retention of competent employees because of better career development path. The question of discipline is another area worth mentioning as one of the acquired aspects of the knowledge item in the training offered. Apart from the four elements which comprise discipline – mental and moral instruction to disciples; trained condition; system for maintenance of order; control exercised over members of organization and corrective actions: discipline aims at work performance. Discipline among other things is there for the recognition of good performance which is also able to identify causes of unsatisfactory performance such as lack of skills and abilities; lack of motivation, rule breaking and personal problems. The solutions to the above unsatisfactory performance is to train the staff, transfer where necessary, change work conditions, discipline the concerned, if need be terminate or rehabilitate the culprits.

Another important area studied which is also of interest to the participants is the adherence of the theory of separation of powers of administration – that is the diet (legislature), the cabinet and their agencies. It is stated that the central government in Japan is made up of the diet, the cabinet and the court. Though this is similar to the Tanzania structure of the central government, in Japan the diet which is like the national assembly in Tanzania is divided into two houses: House of Representatives and House of Councillors.

On the employment side, Japan recruitment policy gives room to life time employment. The majority of the people work for one corporation or organization until their mandatory retirement. For the employees, seniority ranking is the customary practice of having salary and status in accordance with the length of service.

Japanese normally work in groups. They emphasize group or team work to achieve the goals of the organization.

As for the development and administration in developing countries we have been enlightened of the factors that are necessary for any country to have her economy grow

faster. Among the factors are:

1. Political stability
2. Abundance of well educated, well trained and well disciplined labour force
3. High rate of domestic savings
4. Entrepreneurship by the private sector
5. High growth policies-high economic growth with little inflation
6. Efficiency bureaucracy
7. Well working government in partnership with the private sector

The question of structural adjustment programme and how the UNDP proposes some solutions for the World Bank and IMF was another area for improving the economies of developing countries. Production of primary commodities as against upgrading industries is advised to be discouraged. The young nations should aim at upgrading their industries rather than insisting on primary commodities.

It was another point worth noting as regards the major issues confronting Sub-Saharan Africa. The issues are:

1. Suspension of economic and political reforms
2. Lags in social sector investment
3. Slow increases by domestic and foreign investors in economic infrastructures and productive sectors
4. Deforestation and Desertification
5. Aid fatigue among traditional donors

2.2 ASPECTS OF THE JAPANESE SYSTEM THAT MIGHT WORK IN TANZANIA

In fact most of the aspects as listed above could be applied in Tanzania. Such as:

1. Work spirit
2. Retiree to be deployed
3. Discipline as elaborated
4. Life time employment

5. Factors for faster economic growth
6. Recruitment strategy
7. The question of primary production vs. upgrading industries

2.3 CRUCIAL POINTS FOR ACHIEVING A SMALL, AFFORDABLE, EFFICIENT AND EFFECTIVE ADMINISTRATION

1. Well educated, well trained and well disciplined labour force
2. Well remunerated work force
3. Well motivated human resource
4. Well defined career path for the civil service
5. Well defined policies
6. Transparency on the part of government
7. Raising our economy
8. Hard work
9. Sense of belonging to the organization
10. Less dependence on donor agencies

2.4 MEASURES TO COPE WITH THE PROBLEM TOWARDS REALIZING A SMALL, AFFORDABLE, EFFICIENT AND EFFECTIVE ADMINISTRATION AND TO IMPROVE DEVELOPMENT

The aspects as mentioned in the above paragraphs are all practical measures which I think if implemented can lead to the realization of a small, affordable, efficient and effective administration.

The civil service should adhere to the recruitment policy of employing competent and well educated and trained labour force. To make them accept life time employment, they should be motivated which will result into hard work. Good policies in all life aspect are necessary; namely; economic policy, government policies, civil service policy and work spirit.

Final Report

by Mr. Muhammad Yussuf Mshamba

Introduction

The training course on National Government Administration for Tanzanian Officials is not only tailor-made to provide the participants with new tools of analysis, strategies and skills which would enable them to ensure the achievement of an effective, efficient and small administration, but it has also come at an opportune time when the Tanzania government is in the process of introducing drastic and systematic reforms in both political and financial sectors.

In other words, the course is not only appropriate at this point and time, but it is also increasingly justified in the sense that its end result is expected to provide the participants with the kind of intellectual stimulus needed to ensure the maintenance of good government that will help to prepare the country towards smooth entry to the 21st century.

It is therefore appropriate in my opinion to express my sincere thanks and gratitude to JICA and to the Japanese government for sponsoring this course and providing me with the opportunity to participate in it.

What has each participant acquired during this training course?

As earlier indicated, the primary motive of this course is to provide the participants with the necessary tools of analysis, strategies, and skills which will enable them to utilize them as a model towards achieving an effective efficient and a small administrator. The question here is not whether the participants have been able to acquire such knowledge, rather the issue before us is whether the participants, in their respective capacities will be able to ensure the application of these strategies and technics at their return to Tanzania.

I say this because as a participant and I am sure I represent the opinion of the other participants, the course has no doubt enabled us to acquire these skills and

knowledge with greater enthusiasm and an increased desire to ensure their application.

Perhaps it is also pertinent at this stage to point out the fact that the training program itself is better suited to bring to focus all the important elements or aspects commensurate with the need to ensure the achievement of an effective administration.

More significantly, the lecture by Mr. Mikio Sakamoto on "Japanese History and Modernization" has contributed a great deal in terms of sensitizing the participants on the historical background and strategies which enabled Japan to register the kind of economic successes which she enjoys today. For instance, the sweeping reforms phase aimed at demilitarization and turning Japan into a model democracy is a vivid manifestation of the Japanese post-war government's commitment to come to terms with not only her past, but also of the country's increasing desire towards achieving the kind of economic development needed.

There is therefore no doubt that this is one important area or element worth emulating in order for Tanzania to achieve similar goals and objectives especially now when Tanzania is also in the process of introducing or rather instituting political and economic reforms.

Aspects of Japanese system which might work in Tanzania

Japan has no doubt applied a number of different strategies and techniques as a means of achieving economic growth. The Japanese system of motivation and discipline, work ethic and organizational management both in the public and private sectors is one important aspect towards achieving an effective administration which I believe could help to effect necessary changes and reforms within the present Tanzanian system.

Perhaps it is safer to suggest that this is one aspect of the Japanese system which might work in Tanzania especially with respect to the area of organizational management which is considerably cost effective and manageable.

But of course there are other aspects of Japanese system which might be of great usefulness to Tanzania as well. For example, the Japanese philosophy of flexibility between management and workers is a case in point which emphasizes the importance

of activities and wisdom exercised on the place of work (genba). Also, the system of management by walking around (MBWA) the place of work and the encouragement of mutual intrusion between managers and workers is another aspect worth emulating in Tanzania where there is, unfortunately, little direct communication between the management and workers on their day to day execution of their respective tasks.

Crucial points for achieving a small, efficient and effective government

In order to achieve a small, efficient and effective administration, there is the need to distribute or separate powers in the administrative affairs of a given country based on the competence of each organ of the state to manage its affairs without interference from the other. Traditionally, power has been distributed within the confines of the three main organs of the state i.e. the executive (cabinet), legislative (parliament) and judiciary.

The establishment of these organs (normally by constitutional means) is a crucial point for achieving a small and efficient administration because such organs will be expected to work within the framework of their competence or jurisdiction. However, as the Japanese system so provides, it will also be cost effective for Tanzania government to determine the ratio of the civil service per population.

Moreover, the system of motivation, on incentive for employees is another crucial element for achieving an effective administration on the basis of fairness, accountability, diversity and transparency in which their respective enforcement mechanism should be supported by a realistic budgetary allocation and strong leadership on the part of the head of government. Such measures will help to motivate the workers and hence increase their productivity/output and render them more disciplined, dedicated and increasingly committed to serve the population.

Also another important and crucial determinant forwards workers motivation is the provision of systematic on the job training to the employees in order to give them the necessary skills in professional, technical and managerial aspects of their working. The application of such determinants and other lesser important ones, should help to ensure the achievement of a small, efficient and effective administration and hence avoid or minimize unnecessary disincentive such as poor work ethics, poor working conditions

or even rampant politicization, nepotism and other unethical customs.

How to cope with the problems facing Tanzania?

As indicated earlier in my country report, despite drastic political and economic reforms that are being undertaken by the government, the country has a long way to go to be able to achieve the kind of economic growth needed to ensure its sustainability. In other words, the lack of adequate financial resources will continue to render the government ineffective and hence increase its dependency on the donor community for financial assistance.

On the other hand, Tanzania's lack of well educated, well trained and well disciplined labor force coupled with poor economic infrastructure make it increasingly difficult for the country to attract foreign investors to come to Tanzania. The question, therefore, is how could Tanzania cope with this kind of vicious circle?

If Japan is yet to serve as an example for her reknown economic recovery after World War II, Tanzanian decision-makers are increasingly bound to consider seriously the Japanese government's inclination and commitment which led her to design her own program of economic development and reconstruction. Among other important aspects of Japanese post-war rehabilitation efforts was to ensure the achievement of self-sufficiency in food production. Unfortunately, Tanzania is still not able to feed her people. This is the problem which Tanzanian government must cope before anything else.

Then there is the problem of economic infrastructure which is lacking; shortage of adequate human resources and increasing unavailability of financial resources. But as earlier indicated, in order to achieve all these, the government must design its own program of economic recovery instead of depending for the IMF and the World Bank to draw up a program for the country. I think the time is now ripe to move away from the exigencies of the World Bank and IMF policies which are, as experience has demonstrated, unrealistic. I emphasize here that these policies are unrealistic because they normally focus on a short term solution to the problems which most developing countries face. But structural problems cannot be solved in a short term perspective especially with respect to a country like Tanzania whose economy is in shambles after so many years of continued decline.

Consequently, before Tanzania embarks on instituting appropriate reforms in the civil service sector aimed at reducing its size and hence increase efficiency, there is a great need to review its relations with the World Bank and the IMF in terms of examining the possibility of redesigning the country's own economic recovery package.

Countries like Thailand and Mauritius have been able to do just that; and when the World Bank and the IMF refused to bridge (as was the case with Thailand), the Thai government had the audacity to look for support elsewhere. Today Thailand's economy enjoys a robust growth rate.

On the other hand, since the collapse of Soviet Union, most donor countries have opted to reduce substantially the volume of their official development assistance (ODA) to the developing countries. Africa in general and Tanzania in particular have continued to suffer greatly due to the increasing reduction of financial support from the donor community and hence the most of the countries' economic recovery programs in jeopardy.

In retrospect, the answer to all these problems does not solely lie in Tanzania's continued dependence on donor community for financial assistance; rather Tanzania should try on her own limited resources, to put her house in order by instituting a realistic recovery program based on the experiences of the South East Asian countries in general and more particularly Japan. Otherwise, any structural adjustment program (SAP) designed by the IMF and the World Bank which do not normally take into consideration Tanzania's capability to sustain it, will only have the negative effect of increasing the country's dependency on foreign aid.

Tanzania's salvation, therefore, lies with her own concerted efforts to take necessary measures to turn the economy around. And this could be achieved by first of all, more away from relying on the exports of primary commodities as a source for her export earnings and revenue. Instead, Tanzania has no option but to increase the value of her exports through processing and manufacturing.

Foreign investors should be encouraged to play a positive role in this deduction since they have the necessary financial means available, technology, managerial capability and reliable markets.

Moreover, with Tanzania's continued political stability, which is a necessary prerequisite to any development undertaking, the lack of adequate infrastructure, shortage of human resources and other inadequacies should not refrain the country from creating a conducive atmosphere necessary for investors to come to Tanzania; rather the government should have the courage to institute realistic program that will persuade potential investors and some donor countries (like Japan) to come to her rescue.

Conclusion

As I mentioned in my introductory remarks that the training course on National Government Administration for Tanzanian Officials is very useful in terms of acquiring the participants with the necessary tools of analysis, strategies, knowledge and skills which will enable them to introduce measures that will ensure the possible achievement of an efficient and effective government. But in order for such strategies to be implemented, the participants must be in a position to make major decisions in their respective areas of competence. Unfortunately, none of the eight participants attending the course have the power or authority to make such decisions. Consequently, implementation of the acquired knowledge and skills is almost impossible since Tanzanian decision-makers have the tendency to pay little attention to advices given by their subordinates.

I would therefore like to conclude my final report by strongly suggesting to the organizers of this course to not only consider the need of maintaining it for three more years, but they should also arrange for special course to be given to Tanzanian decision-makers, i.e. principal secretaries such as president's office, PMO, Planning Commission, Treasury, Foreign Affairs and Central Establishment.

I am convinced that their participation will render them sensitive enough to appreciate and possibly implement most of the applicable Japanese strategies and techniques provided during the course, and hence ensure the achievement of the kind of reforms necessary in the realization of a small efficient and effective administration.

Final Report

by Mr. Winston Wdaliye Mogoile

ACKNOWLEDGEMENT

I wish to express my sincere gratitude to the government of Japan and its institution the Japan International Cooperation Agency whose assistance have enabled me to participate in this very useful seminar.

I also thank very much the lecturers whose tireless efforts have given me new managerial and modern skills.

Lastly I take this opportunity to thank the Tanzania government, especially the Civil Service Department, for my selection among many civil servants to attend this seminar in Japan.

FINAL REPORT

NATIONAL GOVERNMENT ADMINISTRATION FOR TANZANIA OFFICIALS

1. DURING MY TRAINING COURSE IN JAPAN I HAVE ACQUIRED THE FOLLOWING;

- (I) As regards work ethics, I have learned that though the Tanzania government system has laid down rules, regulations and obligations there is no strict adherence to them. In Japan, however, work ethics are adhered to.
- (II) Japan has a participative system of management while in Tanzania we don't practice.
- (III) Japanese have very high work morale and regard their institutions as personal property and therefore they are committed to their duties while in Tanzania most employees have low work morale.

- (IV) Motivational system in Japan is very high e.g. higher salaries and several fringe benefits while Tanzanian salaries are low with less fringe benefits.
- (V) Promotional system in Japan is systematic i.e. follow seniority and merit, usually internal promotion while in Tanzania is not always the case.
- (VI) Recording/employee data bank is very good in Japan while in Tanzania there is poor recording.
- (VII) Communication system in Japan is good while that of Tanzania is poor.
- (VIII) Japan uses modern tools and equipment while in Tanzania we are yet to be modernized.
- (IX) Japanese administration system is decentralized i.e. employment, promotion and disciplinary actions are done within the ministries/independent departments while in Tanzania administrative system is centralized.
- (X) Research of employee/retiree benefits such as salaries and fringe benefits is done regularly in the public and private sectors so as to rectify salaries to match with the standard/value of goods and services in Japan while in Tanzania this is rarely done.
- (XI) Employees in Japan are trained/retrained regularly in all cadres/positions while in Tanzania it is rarely done.

2. ASPECTS OF THE JAPANESE SYSTEM WHICH MIGHT WORK IN TANZANIA ARE:

- (I) It is possible for Tanzanian Administration to adhere to the work ethics i.e. laid down rules, regulations and obligations.
- (II) It is possible for the Tanzania Government to introduce participative system of administration. However, this can be introduced only after raising the work morale of the employees e.g. by the increase of pay package and fringe benefits.

- (III) Promotional system can be rectified in Tanzania so that seniority and merit is done accordingly.
- (IV) It is possible to rectify the present crude employees data bank.
- (V) It is possible to rectify communication system.
- (VI) The government has already reduced its employee under the retrenchment program, however the size can be reduced further if some of the activities of the government are transferred to the private sector.
- (VII) It is possible for Tanzania Administration to decentralize its personnel function to each ministry/independent departments/agencies.
- (VIII) Research regarding the Tanzanian employees package and retired pensions can be done/introduced in Tanzania.
- (IX) It is possible to train/retrain Tanzanian employees in every cadre/positions.

3. THE CRUCIAL POINTS FOR ACHIEVING A SMALL, EFFICIENT AND EFFECTIVE ADMINISTRATION IN TANZANIA ARE:

- (I) Manpower retrenchment, this has been done by retrenching about 15% of its employees (government total employees).
- (II) Personnel control and management reforms i.e. to control recruitment of personnel into the civil service.
- (III) Organization and efficiency reforms i.e. to redefine the roles and functions of ministries/independent departments so as to hire off functions not considered to be critical and also to reduce the scope of government operations to an affordable scale and to restructure its organisation and operations.
- (IV) Capacity building i.e. to improve pay package and fringe benefits as well as to train/retrain employees of all levels for motivational purposes.

(V) Local government reforms i.e. central government to give more power to local government (local self-government) e.g. local government to have power to hire and fire its employees.

(VI) Technology and equipment i.e. the administration should equip its civil service with modern tools and equipment for efficiency and productivity in the public service.

4. PRACTICAL MEASURES TO COPE WITH THE PROBLEMS FACING TANZANIA AND REALISE A SMALL, EFFICIENT AND EFFECTIVE ADMINISTRATION AND TO IMPROVE DEVELOPMENT WITH SUCH ADMINISTRATIONS ARE AS FOLLOWS:

(I) To reduce the employees by retrenchment.

(II) To refrain from unnecessary employment i.e. each ministry/independent department/agency should have a fixed manning level.

(III) There should be regular Manpower Audit by the Civil Service Department.

(IV) To train/retrain present employees in all levels in order to equip them with modern technologies.

(V) To increase pay package and other fringe benefits in order to motivate the employees.

(VI) To introduce job rotation so that in the absence of any employee for any reason the unit continues its functions uninterrupted.

(VII) To adhere to the work ethics i.e. rules, regulations and obligations for efficient and effective performance.

(VIII) To shed off some of the government functions to private sector e.g. economic activities.

CONCLUSION

The problems facing the development of Tanzania can be solved by having a small, efficient and effective administration, and this small civil service can be realized by retrenchment, redeployment, organization efficiency and pay reforms, personnel control and management, capacity building and local government reforms, modern and standard administrative technologies and above all incentive system, team work and financing of the programme.

However, in order this programme to succeed, we need top management's support because without it nothing can be implemented.

Final Report

by Ms. Anastasia Valent Konrad MMUNI

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Chapter four – Practical measures to cope with problems facing Tanzania and realize a small, efficient and effective administration and to improve development with such administration.

Conclusion

References

Acknowledgment

The Training Course in National Administration for Tanzanian Officials in Tokyo, Japan, January to February 1996 is over. I owe great gratitude to the government of Japan and Tanzania, Japan International Cooperation Agency (JICA), National Personnel Authority (NPA), Institute for International Cooperation (IFIC) and Tokyo International Centre for making it possible for my participation and successful completion of the training. I am indebted to the lecturers too.

Since it is not possible to thank each and everybody, I thank very much all individuals working with Japan International Cooperation Agency, National Personnel Authority, Institute for International Cooperation and Tokyo International Centre who in one way or another were involved in the administration and management of the training.

The administration and management of the Institute for International Cooperation deserve a special mention, appreciation and gratitude for the excellent accommodation, teaching facilities and learning atmosphere.

Last but by no means the least my family, although they were thousands of kilometers away gave me a peace of mind to pursue the training up to its completion, thank you very much.

Terms of reference

To write a final report on the following points taking into account the experience in this training course.

1. What has each participant acquired during this training course?
2. Which aspects of the Japanese system might work in Tanzania?
3. What are the crucial points for achieving a small, efficient and effective administration?
4. Practical measures to cope with the problems facing Tanzania and realize a small, effective and efficient administration and to improve development with such administration.

Introduction

Japanese government in collaboration with Japan International Cooperation Agency organized a group training course in National Administration for Tanzanian Officials, January to February 1996. The Japanese National Personnel Authority, equivalent of the civil service department in Tanzania in association with Japan International Cooperation Agency conducted the training whose objective is to promote the development of the public service and the nation as a whole.

In any country government administration machinery is very important. The government organizations monopolize power because it is the government officials who possess public power. They exercise it from position of superiority. On the other hand there must be always people to inquire into the abuse of such power and those responsible for it and the need to establish statutory regulation of the organization.

The process of administration may be looked at as composed of the cycle of 'Plan', 'Do' and 'See'. The function of 'See' that is of evaluation should be strengthened and where it does not exist like in Tanzania it should be established with other abilities like

administrative inspection by the management and coordination agencies, the state audit and administrative counseling.

The guarantee of fairness, administrative procedures, law, improvement of transparency in public administration are instruments for the elimination of ill effects of administration. Transparency lets the public better appreciate the real strength of public administration.

The role of administration is to develop and present a wide range of alternatives under the political leadership. Reforms or innovations always involve the destruction of certain equilibrium or status quo, which stands like a thick wall may never be broken without having political lead the way. In this sense maximum integrity should be exerted to improve the Cabinet with organization and staffing arrangement which are capable of sustaining the exercise of political leadership.

The promotion of the advanced use of information and related apparatus in the public administration is concerned with economy and efficiency. Also deregulation to change international environment although it does not mean the improvement of services to the public.

Good bureaucracy in any administration is the eyes of the public and can not be realized without proper furnishing its external environment. Communication between a world of learning and the world of practice should be established and be aggressively pursued so that the sharing of knowledge and experience between the academic circle and officials may be realized.

Chapter one

What have I acquired during the training course?

- 1.0 During the training course in National Administration for Tanzanian Officials in Tokyo Japan I had a lot to see in Tokyo City as well as Osaka and Hiroshima. There was much experience on the profession side even socially and culturally. I have been able to increase my administrative ability and skill putting me in a better position to contribute significantly to my country's

development. I have more experience from the exchange of ideas on different issues ranging from economy to social and politics. There was ample chance to make friendships with some Japanese community members. Knowledge has been acquired on wide areas of administration and personnel matters and economy. A lot more has been acquired from the training course, the following are some of the areas among many which I feel I have gained or acquired.

- 1.1 Formulation of administrative organizations under uniform standard with check mechanism of coordination. By use of this system there is clear division of responsibility in the government as a whole and individual organizations which make up a vertical structure. The system has room for change to horizontal structure.
- 1.2 Excellent characteristic of bureaucracy which offers fair and responsible public administration to the public. The Bureaucracy must be governed with high morale, while getting rid of problems of administration. Bureaucracy is not free from ill effects arising from the flip side of the nature of public administration like clear division of responsibilities, high regard to procedural requirement or exercises of value judgement by giving in every possible viewpoints. The efforts to eliminate such ill effects and develop mechanism to make systematic exercise of such efforts possible to extend different spheres of administrative management are crucial.
- 1.3 Strong perception of organization. There is sense that organizations are inherently stable, their objectives are identical to the value pursued by member organizations.
- 1.4 Budgetary process which integrates variety of decisions concerning new policies of the government.
- 1.5 The importance of deregulation or regulation measures for the formulation of new order, process and rules to facilitate full exercise of vigor of private initiatives, clear cut policies in the face of volatile world politics, explosive world population, rapid aging of the population structure, including the public working population and role of policies and define the country's objectives and

to formulate the policies and carry them out, only policies can provide people with their expectations.

1.6 The importance of making government officials realize that information is vital organizational resource like economy, personnel and so forth. Administrative information systems are an integral part of the bureaucracy which has rapidly developed with the pace of computerization.

1.7 Administrative reorganization or reforms are common features in the factors conducive to successful implementation leading to development but need the following components.

1. Strong political commitment to the implementation by the political leaders
2. Consistency in the reform programme
3. Capability of implementing agency
4. The major clients capacity to take advantage of the administrative reform tide
5. Favorable policy environment for implementation

Chapter two

Which aspects of the Japanese system might work in Tanzania?

2.0 Japanese so far have done a lot regarding administrative reforms for development which can be copied by others, Tanzania inclusive. I will mention few areas of Japanese system workable in Tanzania.

2.1 Promotion of employees by in-house screening within a competitive group or groups, the need to look at competitive factors of

Performance records, Job knowledge, Experience.

This puts emphasis on the importance of having proper and correct seniority list for all cadres and most of all grades.

- 2.2 Under career system the guarantee of job security as long as employees observes the work ethic and regulations like devotion to duty, obedience to orders by supervisors, avoidance of political and private business involvement and so forth.
- 2.3 On employee's retirement the guarantee of lump – sum separation allowance on the basis of grades and length of service also a sustainable pension scheme.
- 2.4 Advancement of women in executive and managerial positions calls for the passing of an equal opportunities. Actually Tanzania has still to increase her number of women executives and managers, especially after President Mkapa's speech to the opening of the New Parliament after the General Elections in October 1995.
- 2.5 On the job training emphasis is to teach specific areas of the job and not depend on the formal classroom training which is increasingly becoming very expensive.
- 2.6 Giving local governments autonomy and wide areas of revenue collection, by doing so the government will be shifting the burden of the administration to local governments. Delegate as many administrative affairs as possible to local governments which are close to the daily lives of the residents like education, health, etc. Give the local government subsidy for specific projects undertaken by local governments.
- 2.7 Information is valuable resource and a source of power. Computerized administrative information is characterized by non exhaustiveness and high value addedness, also high development and maintenance costs. Government information covers wide areas of governmental activities like insurance, taxes, medical treatment, employment and others. Therefore establishment of information security to prevent natural and man made hazards is very necessary.

Chapter three

What are the crucial points for achieving a small, efficient and effective administration?

3.0 A small, efficient and effective administration is merely a means towards the final goal of development. Scale reduction if saved together with financial resource can be channeled to development activities, but also the administration can undertake the following crucial area points to achieve a small, efficient and effective administration.

3.1 Streamlining the government functions by creation of agencies and reduction of government. Tanzania has already started, some agencies have been created.

3.2 Control of number of staff, the whole question of enforcement of personnel reduction plan like the civil service reform being undertaken by Tanzania.

3.3 Coordination in the government machinery by way of controlling activities or decisions of government ministries and agencies so that they are harmonized towards achievement of desired good sophistication of society is progress, administrative demand diversification leading to high degree of professionalization and expert orientation and administration.

3.4 Administrative inspection to be practiced as a governmental function, it is a function of management and coordination of agencies to improve the system and operation of administration through investigation and review operation of government agencies and making recommendations for improvement of such levels in light of existing laws, regulations as well as policies and standards to expose the wrong doings and enforce disciplinary or corrective actions.

Administrative inspection is also for self-criticism for the government as a whole in that the information on the actual performance and consequences of governmental system and policies are full backed to be used for better planning.

3.5 Administrative counseling deals with citizen's grievances. Government offices be in daily contact with citizens and counseling grievances connected with matters like land registration, tax administration, social insurance, public welfare and many others. A special desk be established for receiving citizen's complaints or answer their inquiries.

Each ministry/region/agency of government appoints an officer responsible for handling citizen's grievances pertaining to its functions. The outcome will be holding the number of administrative litigations and prevent undue frictions between citizens and the government. This can replace the working of ombudsman which I think has failed to deliver the goods by not being open and having direct effect.

If the administrative counseling will function well it will provide guarantee that any grievance of the system will be brought to the attention of the government. It will also serve as a stabilizer of government – citizen relationship through its flexibility to deal with all kinds of requests, opinions or inquiries besides special grievances.

Chapter four

Practical measures to cope with problems facing Tanzania and realize a small, efficient and effective administration and to improve development with such administration.

4.0 The measurement of effectiveness and productivity or efficiency in public sector is much more difficult than in private sector, for public administration aims at: "maintaining and improving the health of the community, region or nation under its jurisdiction while most of private institutions seek to achieve the best performance in terms of input/output ratios".

However some practical measures can be pointed out which can cope with the problems and improve development in such administration.

4.1 To examine agencies with fixed responsibilities and see how they spend allocated resources in course of a predetermined timetable "delivery of budget" for the executive agencies, making them race to spend the appropriate funds within given dead line.

It is well known that in the civil service community the more resources a specific program consumes the more likely it is to have funds allocated in

subsequent years. Change of internal and external audit system to that of not centered around the delivery of the budget on time and according to approved procedures of expenditure.

4.2 Government programs to divert from the complex nature, long term, large scale and more international dependence.

4.3 Government should cut unnecessary expansion.

4.4 Government bureaucracy should not expand. The expansion of bureaucracy has led to administrative reforms. The main pressure for administrative reforms comes not from inside public organization but from outside. Comparison of efficiency and productivity between the public and the private sector can easily justify the need for administrative reform.

Public Administration in its daily operations usually seeks perfection which can be guaranteed only by bureaucratic approaches. This implies subsequent expansion of its machineries which leads to a decline in efficiency and effectiveness. Challenges exist in every government to maintain optimal size.

Public service activities have multiple and complex sets of objectives, therefore it is difficult to come with measurement but all the same the size of government can also be measured by comparison of its major components with other governments in the following areas.

- Organization
- Budget/Expenditure
- Personnel

which are interrelated and they are to be reviewed together.

Some policy areas can be measured by economic effects and their programs, but other areas are to be decided to what extent a particular program contributes to the maintenance of public safety, provide a sense of security to the public or people, increase the international trust award. Administration also should be adoptive to the changes of socioeconomic environment.

Capacity building is very important with its components of human resources development and utilization with maximum incentives. Also the component of institution building for the continuation of the present ideas on all spheres of development to the future generation.

Accountability and transparency in the government system is another measure. This will give employees an atmosphere whereby they will enjoy their work, will not feel discriminated and they will work hard. But of course not forgetting to build a strong system of adequate financial budget and to have a strong leadership under a very strong Prime Minister who can be able to push up different important issues leading to the development of the country.

Conclusion

Since the training course in National Administration for Tanzania Officials aims to establish through comparative study between the current situations in Tanzania and Japan, clear concepts about small, efficient and effective administration and human resources management, such goals may be achieved by reform of institution, systems and operations of government. Such measures should start immediately and have short and immediate plans covering not beyond the year 2000 so that the 21st century finds Tanzania realizing a small, efficient and effective administration with very much improved development. Priority areas should emphasize the modernization of administration to cope with the demands of economic development. All efforts should be geared to the achievement of greater efficiency by streamlining of administration and introduce new organizational arrangements to cope with emerging administrative problems some of which had been the undesirable consequences of economic growth such as the environmental problems now a world problem.

The size of government be held down and reexamine the role of public sector vis-a-vis private sector. All these and other supportive factors explained in this report, if put into meaningful practice and implemented in the short time possible will be a yardstick to practical measure and cope with problems facing Tanzania in development and administration, thus realize a small, effective and efficient administration.

Any reform like the civil service reform in Tanzania to be successful and implement its objectives it should not be left to stand a loof and alone, it should go with other reforms especially economic, social, cultural and political. That is when administrative reforms and administration as a whole will play or have a role in development.

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Final Report

by Ms. Matilda Kenani Mwakosya

TERMS OF REFERENCE

At the final stage, each participant was required to write a final report on:

1. What has each participant acquired during this training course?
2. Which aspects of the Japan system might work in Tanzania?
3. What are the crucial points for achieving a small, efficient and effective administration?
4. Practical measures to cope with the problems facing Tanzania and realize a small, efficient and effective administration and to improve development with such administration.

ACKNOWLEDGEMENT

I wish to express my deep gratitude and heartily thanks to all those whose assistance have made it possible for me to participate in this very useful programme/seminar on "National Government Administration for Tanzanian Officials" at JICA, Japan.

I must specially acknowledge the JICA, and Japanese Government as a whole, who funded my participation; The Government of Tanzania for nominating me to participate.

I am also indebted to our lecturers whom I believe need not be mentioned by names.

I also owe my family and the Ministry I work for, the greatest gratitude for bearing my absence while I am away in Japan.

PART I

1. WHAT HAS EACH PARTICIPANT ACQUIRED DURING THIS TRAINING COURSE?

This training course covered three main topics as follows:

1. Work Ethics
2. Organization Management and
3. The Role of Administration in Development

Through lectures I have learned that adherence to work ethic – loyalty, good conduct, in accordance with rules and regulations etc. is the key to efficiency.

I have also learned that Japanese are committed to their duties. They work very hard for their living and for the future of their country's development. They have a habit of working hard and disciplined.

I have understood that their habit of working very hard is the result of their motivation system especially in the line of pay structure – salaries, allowances and pension etc.

Again I have learned that a good system of administration and management of the Japanese institutions has contributed a lot to the development of their country's economy.

Also through lectures, discussions and the comparative analysis between Japanese/ Tanzania/other countries' systems has widened my understanding that well defined policies of administration and management with effective motivation system and good leadership contributes a lot to development.

PART II

2. THE ASPECTS OF THE JAPANESE SYSTEM WHICH MIGHT WORK IN TANZANIA:

- (I) The Japanese system of working as a team is good and can be introduced in Tanzania. There was time in Tanzania when participation system was introduced but it died away. This is very good to be introduced. This type of system will prevent corruption, bribe, favoritism, nepotism, godfathers and the like.
- (II) After a careful implementation of pay structure i.e. increase in salaries, allowances, pension etc., then the adherence to work ethics can be put into practice. I am sure every employee will work accordingly.
- (III) Research units: Tanzania government should adapt or introduce a system of having a research unit or section in every ministry/department.
- (IV) Because of financial constraints for train, Tanzania should introduce on-the-job train like the one in Japan. Employee can be trained at their place of work by their fellow workers.
- (V) In Tanzania we have a promotional system which is automatic based on seniority, but the way it is done, one cannot even explain because those recruited on the same day may end at different grades. So if we can introduce transparence in our systems and follow the system of Japanese in recruitment, promotion and transfers, we could be in a better situation.

PART III

3. THE CRUCIAL POINTS FOR ACHIEVING A SMALL, EFFICIENT AND EFFECTIVE ADMINISTRATION:

In order to achieve small, efficient and effective administration: we need:

The crucial points have already been identified by the government, that is the

- Streamline the government structure, rationalize its functions and increase efficiency.
- Government needs to be motivated through attractive remuneration that is design and introduce an adequate salary structure.
- To develop an employment policy which will set standards on employment on the merit principle.
- Capacity building – to review skills, levels and gaps in the civil service both for technical and managerial training.
- Shedding off the surplus numbers of employees, i.e. retrenchment and development.
- Local government which is responsible for management and financing primary school education and the primary health.

Now that we have identified the problem comes the question of how to implement successfully. We need good leadership and the accountability. It is our responsibility, we Tanzanians to make our future better for ourselves and for better future for our children. So these reform should be known by everyone in the country.

PART IV

4. THE PRACTICAL MEASURES TO COPE WITH THE PROBLEMS FACING TANZANIA AND REALIZE A SMALL, EFFICIENT AND EFFECTIVE ADMINISTRATION AND TO IMPROVE DEVELOPMENT WITH SUCH ADMINISTRATION:

Apart from the implementation of the said civil service reforms there should be:

- (I) few ministries, this will mean few ministers, few principal secretaries and employees as a whole. Money will be saved – their salaries, allowances etc.
- (II) to design strong policy or system for revenue collection a policy or system which will make no room for evaders.
- (III) to design adequate pay structure which will stop employees from being outside their offices hunting around to earn extra income. Also will stop the habit (of some employees) of corruption and bribery. The increase in pay – salaries, allowances and pension – will contribute a lot to work ethics.
- (IV) Enough support from TOP-Executives and Politicians is very essential. Without their support implementation of these Reforms will be very difficult.

PART V

5. CONCLUSION

It is true that a small, efficient and effective administration can be achieved through efficient and effective individual work ethic and the systems to support them. The six Civil Service Reforms, if implemented successfully will change the present situation and contribute to improvement of development.

Final Report

by Ms. Adili Peter Semsi Mgonja

1. Introduction

I would like on the outset to thank the Government of Japan for establishing this training course for Tanzanian officials. In particular I thank the officials of National Personnel Authority (NPA) and Japan International Cooperation Agency (JICA) for organizing the programme and sponsoring us. No doubt my colleagues will agree with me that the course was a success both in content and quality. I must also extend my sincere gratitude to IFIC management and staff for making my stay here both homely and comfortable.

Please accept my deep gratitude and profound appreciation. I must also thank the Tanzanian Government for selecting me to be amongst eight government officials of this important course.

This final report is required to take into account the experience I got from the 26 day's training course.

2. What I acquired during the training course:

- (a) The orientation was in my opinion given to purposely familiarize us with the Japanese society. It was important to know the Japanese style of education, culture and values which actually make them what they are today. I managed to learn a lot of things within this short period concerning the economy, valued Japanese culture and history. Frankly speaking the orientation helped me to understand some basic features and elements responsible for the success of the Japanese economy. This was a good experience and a relevant part of the training.
- (b) On work ethics, the style of working together right from the beginning showed prominence because every participant was given time to present individual country reports. After each presentation there was a discussion and finally a summary of all the presentations which further enlightened us and put together the basic ethics of the Tanzania Civil Service which are fundamental in explaining the Civil Service

Culture. Furthermore the lectures given on "Administration and Civil Servant System" and "Motivation and Discipline" helped to illustrate the mode of maintaining a good/clean civil service.

- (c) **Organization Management:** I was very fascinated on three major areas namely "The Japanese Personnel Management ..."; "Control System of the Size of Government"; and "Japanese Working System". To be more elaborative, let me center on the last item i.e., the Japanese working system. On this particular day we were dispatched to the offices of the NPA to practically see what the officers exactly do during the official working hours. This was a wonderful experience. I stayed in the "Service Regulation Division" which is responsible for service discipline, efficiency, working hours, holidays and disciplinary punishment. I saw "the working together relationship" and the best way to train a newly recruited employee. To be specific on that day, the most junior officer assisted the head of the division. I am sure he felt great and definitely he will endeavor to work for the employer diligently.
- (d) **Local Government Administration:** The most important thing I learned for example in Sakai City Government is the "Principle of Local Autonomy" which entails that regulations concerning organization and operations of local public entities shall be fixed by law. Therefor the local government can outline its issues concerning the organization and efficient administration basing on the principle of local autonomy without being interfered by any other external body.
- (e) **Development and Administration in Developing Countries:** Frankly speaking this presentation was one of the best lectures both in content and quality. The lecture was very much tailored, illustrative and explained possible means/ways of changing our economy.
- (f) **Sightseeing/Visits:** This part also played a big role in our training as we managed to see the progress made by the Japanese people. In particular the Shukkeien Garden practically shows how Japanese people value the senior citizens.

3. Aspects of Japanese systems which can work in Tanzania: Briefly these aspects include the following:

- (a) **Motivation and Discipline:** I believe that any civil servant, given favorable working environment can be highly disciplined and thus render satisfactory services. So in order for a civil servant to be effective, efficient and loyal, the employer must of necessity motivate him accordingly. The best method for us is to adopt the Positive discipline whereby quality management is highly taken into consideration.
- (b) **Recruitment:** Tanzania is in favor of an affordable small, compact and efficient civil service. Recruitment of qualified manpower is therefore very important. However the goal of having a fixed number of manpower should be a gradual measure. In the mean time what we can do is to train the employees we have and at the same time find proper means of phasing out undesirable ones.
- (c) **Local Government to be autonomous:** This aspect has been dealt with in 2 (d), above.
- (d) **Another aspect which can be workable in Tanzania is for the bureaucrats to take full charge off government activities.** This is now becoming an important issue especially during this period of multi partism in Tanzania. Really a stable government economically needs also a powerful executive arm which will not be shaken by politicians.
- (e) **Bottom-up System of decision making:** We have got this style. What we now need is to practically restore and enforce it.
- (f) **Scrap and Build:** We also have this method. It is the same as abolish and establish. Powers are exercised by one person and they are not delegatory.

4. Crucial points for achieving a small, efficient and effective administration:

- (a) It is important to determine the number of manpower in the civil service and then to adhere to regulations concerning recruitment and to make sure that the number of employees recruited correspond with drop-outs.

(b) Other crucial points include training, clean bureaucracy, sustainable budget, control of expenditure and a good information system.

5. Practical measures to cope with the problems facing Tanzania and realize a small, efficient, and effective administration and to improve development with such administration:

(a) There are clearly laid down rules, regulations and procedures guiding the civil servant to the role of executing government business. If we want changes in government administration we have to:

- implement effectively the rules
- work hard
- get sustainable salaries
- get incentives e.g. motivation, appreciation
- have a sustainable budget
- control expenditure
- be accountable

I will go further on the issue of accountability. There is a growing tendency where by supervisors refuse or do not know at what stage they have to be answerable for not performing their duties satisfactorily. This arises especially where during the implementation process, they don't do the MBWA (Management by Walking Around) style and as a result programs are not accomplished as planned. Just as the supervisor is praised for a well done job, he should likewise be prepared to take the negative part and thus be in fact prepared to give an account where things go wrong. He must be answerable and accountable for any omissions and or additions.

(b) Capacity building and institutional building: are also of vital importance and they require among other things a dynamic innovative, effective civil service. Other important variables are good policies, supervision management, qualified manpower, training, working tools and favorable working conditions.

Final Report

by Mr. Adamu Ahmad Kyama

INTRODUCTION:

The National Government Administration Course for Tanzania Officials (F.Y. 1995) is the third course in the series of courses similar to that organised by the Government of Japan through JICA and NPA as a technical assistance to Tanzania.

These programmes came as a response by Japanese to Tanzanians request on technical assistance in terms of experts and training in her efforts to attain a small, efficient and effective government (Civil Service).

This programme started on 16th January 1996 ending on the 10th February 1996 with the purpose of establishing, through comparative study between the current situations in Tanzania and Japan, clear concepts about a small, efficient and effective administration and human resource management, and to relate on how such goals could be realized.

Through lectures we were expected to comprehend work ethics and organizational management in Japan, administration and civil service systems, morale keeping, organization management, staff number control systems and budgetary management system. Finally we are expected to compare the current situations in Tanzania and Japan and try to find out ways to improve the efficiency and effectiveness of administration and human resource management and utilization for development.

OBSERVATIONS:

Learning by comparison from the two civil service systems, namely that of Japan and Tanzania necessitates one to bare in mind that the two countries and their respectful institutions exist in two different worlds. One in the developed world and another in the developing world. Further, the two countries have undergone different historical perspectives in terms of administrative machineries culture and work ethics. For example, Japan has quite a unique history which makes it even difficult to compare it

with other Asian countries, a history which enables it and single it out to be one of the highly industrialized nation in the world from this region.

Therefore different factors and characteristics both in the societies and related two civil services call for critical analysis for subsequent recommendations of measure to be adopted from the Japanese civil service to Tanzanian civil service. It is important to note that Japanese economic development is attributed to its better civil service governance and therefore considered superior to Tanzanian civil service in terms performance per excellency.

This report therefore focuses on the machinery principles, procedures and the systems in the two civil services. The programme so far has covered issues related to work ethics, organisational management, role of administration in development and overall public administration and national economic management. In so doing it singles out the civil service as an arm of the government which plays the role of initiating, regulating public policy. It does this by assistance of public administrators, people who posses both the art skills and knowledge of instituting structures and systems in which policies, rules and laws are implemented. Further, the report reveals that effective governance calls for organisation management, a process through which policies and decisions affecting the whole public entity are made and these are implemented by the same civil service through Ministries, Local authorities and other related bodies. We have gathered that the civil service therefore is there to protect guide promote public interest and as well give services to the public or large:

ETHICS:

We have learnt that work relationship in Japan centres on Mutualism. Both the employers and employees have a common goal. The civil service views the employees as members of that organisation, therefore it is duty bound to provide conducive work conditions. This include incentive packages which are reviewed annually. Transparency and professionalism is promoted. In order to strengthen relationships employees are considered members of the organisation by employers and therefore not a burden hence are regarded as assets. Such an attitude has made workers in Japan work hard and show the sense of belongingness to organisations.

We have noted that life time tenure system is another positive attitude which make employees in Japanese civil service consider themselves as life members of the family. In addition to pension payment at retirement age of 60 years, the civil service still look for job in the private sector. Those who are unable to work are taken care by the natural security system for the aged.

MOTIVATION AND DISCIPLINE:

Lectures on this subject centred on the small, but efficient governance. We have learnt that in its continued effort to attain a small but efficient government, the civil service in Japan has established a ratio of public service in relation to the national population. It is encouraging to note that Japan has the lowest ratio compared to other leading industrialized countries. Other measures include handing over of most public works to private i.e. engineering works, office maintenance, security work, office clearing and transportation. Another important motivational factor recorded is the role played by the civil servants of being a central policy initiators in which they come up with policy options and policy framework.

The participants have been informed of ethic disciplinary codes which civil servants in Japan are expected to observe.

These include:

- (a) Oath of duty
- (b) To obey law and instructions from the supervisor
- (c) To work hard for purpose of developing skills and behave in within professional conduct
- (d) Not to engage in activity which damage the image of others
- (e) Not allowed to go on strike
- (f) Prohibited to take leadership role in any political party etc.

ORGANIZATION MANAGEMENT:

In principle, Japanese government is not far from that practiced in Tanzania. We have learnt that Japan has and abide to the principle of separation of powers i.e.

(a) The Executive (b) The Judiciary and the Parliament or Diet. The Executive include the Prime-Ministers and Ministers with other support institutions, the Agencies and the Bureaus all under the Ministries. This means that the organisational management is more or less the same to that of Tanzania. Principal differences arise in the system procedures and the conduct in which businesses are administered.

We have noted some important aspects which could be elaborated further here under.

- Recruitment: All employees normally have to take entrance examinations and entry point depend on examination results.

Promotion: Merit System regulate and dominate the promotion exercises.

Creation of Institution: Any new office, bureau or agency is created by law and this follows the SCRAP and BUILD system. New employment figure is determined by the number of retiring employees, this keeps the employment figure intact.

SALARY ADMINISTRATION:

The programme covered aspects of salary administration. The participants were able to learn the way salaries and allowances are fixed and administered in Japanese civil service. It was encouraging to note that civil service salaries are fixed based on dynamics of equity in the labour market. Further, we have noted with appreciation the method used to structure and pay allowances. The pay procedure to special categories of employees is something to be emulated, i.e. those on sick leave, maternity leave, international assignments etc.

PUBLIC FINANCE AND BUDGETING:

Finance administration and management is a function of the ministry of Finance. In order for the government to be able to spend government funds, it has to seek approval of Diet. Participants were introduced to the concept of ZERO CEILING in budget preparation. This also involves another concept known as SCRAP and BUILD System in budgeting procedures and proposals particularly when a new project is initiated.

THE ROLE OF ADMINISTRATION IN DEVELOPMENT:

We have come to learn that administration plays a major role in the national economic development. It is the administration which provide avenues for national development by:

- (a) Preparation of human resource, by allocating them right jobs and working conditions thus insuring HR has to work hard by responding to the incentives and motivation.
- (b) The administration has to provide the state machinery which sill ensure political stability which is a condition for foreign investment.
- (c) To initiate policies which encourage and promote domestic and household saving, the government may use these saving by selling bonds to offset budget deficit.
- (d) The administration is duty bound to encourage and foster entrepreneurship, that means the economy should allow competition in technology innovation and risk taking.
- (e) The administration should allow and provide avenue for high growth policies with little inflation.
- (f) Conducive work environment with optimum incentive package should be provided to have an efficient bureaucracy in the civil service with a right deal for development support.

Going through the covered discussion, it is clear that Tanzania has a lot to learn and emulate from the Japanese civil service and the entire public service at large. These include aspects mentioned in the work ethics, motivation and discipline, organisation management, salary administration and public finance and budgeting. It is worth mentioning that not all systems should be uprooted and transplanted, but those found applicable and conducive to Tanzania's administrative climate and relevant to our situation are recommended for adoption. Also it is important to mention that the development administrative techniques used in South Asia and East Asia is worth transplanting to Tanzania.

However, the major concern of this programme has been to achieve a small, efficient and effective administration. This compels us to recommend crucial points which will facilitate achieving the goal.

- Emphasis on Human Resource Development and Utilization

This should aim at offering Technical skills/Managerial skills and Professional skills.

- Provide a better system of incentives coupled with good leadership to administer their system
- A sound and better education and training programme
- Permanent and consistency in policies
- Ability – Egalitarianism

Those with equal abilities and belong into same categories should have equal chances of being rewarded, dynamics of equity should therefore reign.

CONCLUSION

In this report we have attempted to identify and discuss areas which we consider to have relevance to Tanzanian civil service situations, we have done so by reviewing some literature and lecture notes on the subject matter.

A small, efficient and effective administration is a term used to refer to the seriousness of the Tanzanian government's account on the government institutional reforms. We believe the main objective and purpose of the whole exercise is to increase the efficiency of the civil service with other relevant institutions, create conditions for both administrative and technical innovations and rationalization and simplification of various administrative procedures by way of administrative reforms.