

Final Report

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On writing this final report the following aspects will be covered;

- A. ORIENTATION
- B. WORK ETHIC
- C. ORGANIZATION MANAGEMENT

The discussion of the above aspects will be on conjunction with what I have acquired during this training course. Second part of this report will cover those systems which might be adopted in Tanzania. Achieving a small, efficient and effective administration there are crucial points to be taken into consideration. Hence part three will take into account those points (crucial ones). Finally to realize that kind of administration and to improve development measures to be taken in order to cope with the problems facing Tanzania will be discussed.

PART 1: IDEAS AND KNOWLEDGE ACQUIRED DURING THE TRAINING COURSE

A. ORIENTATION (17 Jan. - 20 Jan. 1996)

During this period we were accorded orientation programs with JICA and NPA staffs. The coverage of aspects such as Japanese society and people, Japanese history, politics and modernization and education in Japan was of necessity and importance. The topics enlighten us on Japanese struggles to build up a sustainable economy and becoming one of the developing countries in the world. To develop the Japanese were ready to learn and acquire variety of techniques variable for their development. Also at this time we were able to visit some areas of importance in Tokyo including Meiji Memorial Gardens.

B. WORK ETHIC (22 Jan. - 25 Jan. 1996)

The session started with country report presentation. Each participant was given time to present his or her report. With discussions among the participants and the chairperson we were able to learn from each other. Under this, the following sub-topics were covered-

- Administration and Civil Servant System
- Motivation and Discipline

This was another opportunity to learn much on Japanese government structures. The Japanese government is made up of central government (with three branches; Legislative, Executive and Judicial), and the local government. This kind of structures are maintained in Tanzania. The functions of those bodies mentioned above have similarities differences appear on execution and autonomy of each structure.

The National Personnel Authority (NPA) is the central personnel agency responsible for personnel administration of national civil servants in regular service. In order to govern the whole system of public service certain laws have been enacted such laws are remuneration and compensation laws which are termed as basic laws. Other laws are law concerning the public prosecutors' office, foreign service specialists government

enterprises employees known as regular law. Under such laws obligation of personnel is well spelled out, status and disciplinary action etc.

Furthermore appointment into the government systems is guided by principles of merit system of an open and equal recruitment examination.

Motivation and Discipline

It is an observation that motivation and discipline goes together in the sense that when an employee is adequately compensated tends to perform well. I also learn that positive discipline 'DO' approaches works better than the 'DON'T' approaches.

The study tour to Fuchu Prison was yet another opportunity to see for ourself the kind of discipline being exercised inmates (prisoners).

TQC approach

Total Quality Control

C. ORGANIZATION MANAGEMENT (26 Jan. - 31 Jan. 1996)

Under this part we are enlightened on Japanese organisation management. It is clear that government offices possess public power and that businesses of state are primarily shared by the prime minister's office and the ministries. Categories and structures of organization under the cabinet are regulated by the National Government Organization Law (NGOL). Rules concerning the establishment or abolition of administrative organizations from ministries and their agencies are also laid down by the NGOL. Management and Coordination Agency (MCA) is an organ established to oversee that all proposals for change in the organization are clear before they are effected by law, cabinet order or ministerial ordinance. Aim of such mechanism is first to ensure that scope of responsibility of each organization are well defined to avoid duplication; Second to ensure national government organisation is transformed in response to changes in environment and public demand; Third to ensure simple and streamlined structures. With this system we learnt that number of organizations has remained constant consequently controlling the size of the government. This has been supplemented by the systems of recruitment and retirement.

It was a good opportunity to visit the Office of The Policy Planning for the Aged to figure out the Japanese working system. The office I visited there were 17 staffs, 16 of them sitting in one office. The group work system is a good one because it is not easy for one of the staff to dodge. Jobs are distributed on group bases hence the practice is that of mutual responsibility. In this office I also learnt that on job training is practiced. Furthermore I observe the system of bottom up approach on decision making. Record keeping in this office is very vital. Personnel in this office are innovative and doing research concerning the aged personnel and how they could be deployed after they have retired from the civil service.

Local government as well as in Tanzania it plays a big role in serving the public. With a visit to Sakai city we were able to learn about their systems of operation. The autonomy granted to them enables them to recruit their personnel and pay them well. They are also in a position to enact some of the laws to be used in their city. With this kind of autonomy they have managed to develop unlike in Tanzania where local government organs depends almost in everything on the central government.

All study visits were important and each organisation we visited enlightened us on how businesses are carried.

The sight seeing itself has been of great importance the visit to Hiroshima shows how much Japanese can work hard and always determined. This is clearly shown by the level of development reached after the atomic bomb incidence.

PART 2: JAPANESE SYSTEMS WHICH MIGHT BE ADOPTED TO TANZANIA

From what has been discussed above there are several systems which can be adopted or applied in Tanzania with minor changes to suit the Tanzanian environment or culture.

As mentioned in the country report recruitment policy is underway. Ideas such as entry examination could be adopted. Also more emphasis on career development plans is necessary.

- Recruitment to be based on economic growth as well as population or public to be served.

Promotion: The kind of system adopted by Japanese public service is a good one. The system can work in Tanzania but after sometimes.

Training: Government or employer to see that it is his obligation to train his employees.

Information System and Record Keeping: This is one of the problems the Tanzania government is facing. Nevertheless data collection has started and with the creation of Manpower Audit unit in the Presidents Office Civil Service.

Department I am optimistic we can maintain a good date bank of government employees.

Local Government to be given more autonomy to plan their activities and to recruit their own employees and maintain their own budget.

PART 3: CRUCIAL POINTS FOR ACHIEVING A SMALL EFFICIENT AND EFFECTIVE ADMINISTRATION

It has been pointed out in our country reports that for quite sometimes the Tanzanian Government has been undergoing Civil Service Reforms in order to have small efficient and effective administration. To achieve that the following factors are considered to be vital.

- I) Sustainable control system of the size of the government.
 - It is the high time to create organizations and posts according to the growth of the economy
 - To apply seriously the system of scrap and build
- II) To speed up the information system which have already started and to make sure that at least few computers are bought and the staffs in the key ministries are trained to use those computers.

III) Economic reforms in Tanzania are taking place now. However I am of the opinion that more emphasis should focus on revenue collection and control expenditure i.e. to spend as you earn.

IV) Clean bureaucracy

PART 4: MEASURES TO COPE WITH THE PROBLEMS FACING TANZANIA

Problems facing Tanzania while undergoing administrative reforms are mainly three:

- I) Scarcity of financial resources
- II) Lack of qualified, competent and committed human resources
- III) Negative attitude towards reforms (some components).

The solutions for the above problems cannot be that of a short-term. However the following aspects could be of use:

- To create policies which will enable the private sector to grow and at the same time creating good environment for foreign investors.
- Institute accountability in order to assess efficiency of programme delivery.
- Capacity building and institutional building are also important. Employees will be able to perform their duties diligently when they are well paid, well trained, and their work appreciated.
- Good leadership with a great vision in world economics and able to make good judgment of policies introduced or imposed in the developing countries by international organizations.

JICA