

博士論文審査結果報告
Report on Ph.D. / Doctoral Dissertation Defense

政策研究大学院大学 教授 園部 哲史

Tetsushi Sonobe, Professor at GRIPS

審査委員会を代表し、以下のとおり審査結果を報告します。

On behalf of the Doctoral Thesis Review Committee, I would like to report the result of the Doctoral Dissertation Defense as follows.

学位申請者氏名 Ph.D. Candidate	Namutebi Edith Nsubuga		
学籍番号 ID Number	DOC14164		
プログラム名 Program	State Building and Economic Development Program		
審査委員会 Degree Committee	主査 Main referee	園部 哲史 Tetsushi Sonobe	主指導教員 Main Advisor
	審査委員 Referee	木島 陽子 Yoko Kijima	副指導教員 Sub Advisor
	審査委員 Referee	Alistair Munro	博士課程委員会委員長代理 Acting Chairperson of the Doctoral Programs Committee
	審査委員 Referee	峯 陽一 Yoichi Mine 同志社大学	外部審査委員 External Referee
論文タイトル Dissertation Title (タイトル和訳)※ Title in Japanese	Coordination Failure in Government Offices: A Case of Uganda 官庁内部のコーディネーションの失敗：ウガンダの事例		
学位名 Degree Title	博士 (国際開発研究) Ph.D. in International Development Studies		
論文提出日 Submission Date of the Draft Dissertation	平成 29 (2017) 年 9 月 4 日	論文審査会開催日 Date of the Degree Committee Meeting	平成 29 (2017) 年 10 月 2 日
論文発表会開催日 Date of the Defense	平成 29 (2017) 年 10 月 2 日	論文最終版提出日 Submission Date of the Final Dissertation	平成 29 (2017) 年 11 月 2 日
審査結果 Result	<div style="display: flex; justify-content: space-around;"> 合格 Pass 不合格 Failure </div>		

※ タイトルが英文の場合、文部科学省に報告するため、和訳を付してください

Please add a Japanese title that will be reported to MEXT.

1. 論文要旨 **Thesis overview and summary of the presentation.**

Governments in developing countries have been said to be inefficient. A large number of reports on possible sources of inefficiency have been produced by consulting firms hired by governments and international organizations. Many countries have already experienced several waves of reform attempts. Yet inefficient practices, such as poor time management, absenteeism, non-responsiveness, and poor filing, remain rife in government offices. In recent years, an increasing number of nice studies investigate empirically the absenteeism of school teachers and healthcare workers and corruptions and local captures by local leaders in developing countries. However, there have been few good empirical studies of inefficient practices in central government offices.

The dissertation centers around a survey of management practices done within the Uganda bureaucracy. The survey was conducted by the candidate. She conducted personal interviews with 297 officers and their 88 managers from 20 ministries of the central government of Uganda. She collected data on their educational and occupational backgrounds, what they and their colleagues and supervisors do during office hours, and their views on the ways the people in their offices behave and think. The data presented in the dissertation are so rich that readers could imagine how and why workers and managers in government offices waste much of their time, perform poorly in various tasks, and disappoint in themselves.

The candidate did not try to measure the performance of offices because it would be practically impossible to obtain sufficient information for measurement. The candidate's strategy is instead to convince readers, by means of the rich data, that officers and managers do not do work of good quality not because they cannot but because they suspect that the other people in their offices may not do good work when team work is important. Because team work is important, it does not make much sense to work hard when others are not expected to work hard. Because everyone in an office would think in the same way based on similar expectations

about others' behaviors, they would perform very poorly even though nobody would be happy with their own poor performance, and this experience would reinforce their perception about others' behaviors. Borrowing a concept from the game theory, the candidate refers to this situation as coordination failure, which is obviously inefficient.

The dissertation reviews the theory and laboratory experiments of coordination games in Chapter 2 and gives brief accounts of the structure of the Ugandan government and the design of the government officer survey in Chapter 3. Chapter 4 presents the results of descriptive analyses of data on inefficient practices and links such practices with the concept of coordination failure. The chapter pays special attention to the level of time keeping for meetings by officers and to their rate of participation in report writing because meetings and report writing are major activities for the officers in the departments that the study covered. Chapter 5 finds based on regression analyses that self-reported ratings of inefficiency level are closely associated with perceived levels of communication, leadership, and incentives, just as the literature on laboratory experiments of coordination game has found. Chapter 6 concludes the dissertation with discussion of policy implications of the findings.

2. 審査報告 Notes from the Doctoral Thesis Review Committee (including changes required to the thesis by the referees)

Among the members of the doctoral thesis review committee, there was a general consensus about the value of the survey. The members also shared the same impression that that both the dissertation and the presentation at the defense were well-organized and clear.

The members made several critical questions and comments as follows:

1. Can the dissertation elaborate a little further on the description of uniquely Ugandan local contexts?
2. Over-interpretation of the results of analysis is found in some parts of Chapter 5.

3. The survey data include plenty of potentially interesting information. Can the dissertation provide descriptive statistics of all variables in the data set even if many of them do not fit into the coordination framework?
4. Some parts of the dissertation sound like arguing that every inefficient practice in government offices came from coordination failures.
5. Can the policy implication part of the dissertation be strengthened by reformulating it into concrete proposals to the Ugandan government?
6. Is the literature review in Chapter 2 precise enough, especially the concepts of risk dominance and Pareto efficiency?

The members of the committee reached conclusions that revisions should be made following these comments, and that the members would check a revised version within about a week after its submission.

3. 最終提出論文確認結果 Confirmation by the Main Referee that changes have been done to the satisfaction of the referees

About two weeks after the defense, the revised version submitted by the candidate was sent to the committee members. They checked the new version and found that the revisions were made appropriately. Thus, they left the final check entirely to the main adviser. The main adviser checked the revised version, together with the result of the plagiarism check by Turnitin, and told the candidate to add a few minor revisions. On November 2, 2017, the final version was submitted and the main adviser found it satisfactory.

4. 最終審査結果 Final recommendation

The doctoral thesis review committee recommends that GRIPS award the degree of Ph.D. in International Development Studies to Ms. Namutebi Edith Nsubuga.