

2019年7月12日

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

政策研究大学院大学
教授 園部 哲史

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 Thesis Defense as follows.

学位申請者氏名 Ph.D. Candidate	Nicolaus Herman Shombe		
学籍番号 ID Number	PHD14407		
プログラム名 Program	GRIPS Global Governance Program		
審査委員会 Doctoral Thesis Review Committee	主査 Main referee	園部 哲史 SONOBE, Tetsushi	主指導教員 Main advisor
	審査委員 Referee	INTARAKUMNERD, Patarapong	副指導教員 Sub advisor
	審査委員 Referee	高木 佑輔 TAKAGI, Yusuke	副指導教員 Sub advisor
	審査委員 Referee	MUNRO, Alistair	博士課程委員会委員長代理 Acting chairperson of the Doctoral Programs Committee
	審査委員 Referee	加治佐 敬 KAJISA, Kei 青山学院大学 国際政治経済学部	外部審査委員 External Referee
論文タイトル Dissertation Title	Coordination and cooperation problems in public offices: An empirical study in Tanzania		
(タイトル和訳) Title in Japanese	官公庁内の協調と協力の問題—タンザニアでの実証研究		
学位名 Degree Title	博士 (政策研究) Ph.D. in Advanced Policy Studies		
論文提出日 Submission Date of the Draft Dissertation	2019年2月27日	論文審査会開催日 Date of the Doctoral Thesis Review Committee	2019年3月27日
論文発表会開催日 Date of the Defense	2019年3月27日	論文最終版提出日 Submission Date of the Final Dissertation	2019年7月11日
審査結果 Result	合格 Pass		

※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

If the title is in English, please translate in Japanese in order to report MEXT.

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

In many developing countries, governments have attempted to strengthen their capacity to react to the needs of the people. In recent years, there have been a number of empirical studies investigating the absenteeism of public school teachers and healthcare workers as well as corruptions and local captures by politicians and government officers in developing countries. A fewer empirical studies, however, have been conducted to investigate the nature and the depth of inefficiency problems in central government offices making policies.

This dissertation describes how those officers belonging to the same government office fail to work in a coordinated manner. It emphasizes that this failure is not a failure of coordination between ministries or between offices but a failure of coordination among a small number of workers and their supervisor within the same office. The author argues that this failure is common in central government offices in Tanzania, a country in East Africa. His argument is supported by the primary data that he collected through a careful survey of a total of 252 officers, or three workers and their supervisor in each of 63 offices (which are called departments in the Tanzanian public sector), or three departments in 21 ministries, in the central government.

This dissertation also argues that the lack of coordination within offices resembles what game theorists call coordination failure; that is, the situation in which people find themselves worse-off than they could be only if they coordinated themselves. The results of many laboratory experiments performed by game theorists have confirmed that coordination failure in this sense can take place not because irrationality but as a result of rational choice based on a perception about the behaviors of others and similar perceptions held by others. These perceptions are not wrong but turns out to be correct; that is, they are self-fulfilling perceptions. The experiment results have also confirmed that communication and leadership affect perceptions and hence play important roles in escaping such a trap. Following the lead of these theoretical and experimental studies, the dissertation hypothesizes that inefficiency is less

serious in government offices with supervisors' exemplary behavior with more frequent communications among workers and between supervisors and workers.

The dissertation confronts the above hypothesis with the survey data of officers, especially the data on their ways to hold office meetings and to keep filings of documents. Although government officers in Tanzania use personal computers and internet, they are supposed to share information to make, implement, and evaluate policies through meetings and are supposed to store and refer to documents in files. Thus, their work efficiency, the number of their overtime hours, and their mental stress depend much on whether they hold effective office meetings and keep files so that documents they need are immediately found. The dissertation finds through regression analyses that the data are consistent with the hypotheses. It concludes with discussion of possible remedies for the type of inefficiency that it deals with.

The contribution of this study is to report that very basic activities in government offices such as meetings and filing are done in an inefficient way despite the fact that central government officers are the most highly educated group of people in the country. This report suggests that weak state capacity of some low-income countries results from such mundane matters. The data were collected through a painstaking survey of government officers. Since most parts of the data are subjective, the dissertation does not offer any strong evidence. But it presents suggestive evidence for its argument abundantly. It is a pity that the dissertation does not dig deep into a root cause of the type of inefficiency problem similar to coordination failure. The dissertation, however, takes a first step toward such an exploration.

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

The referees shared more or less favorable impressions about the value of this study. Although every referee had a few or several comments on the dissertation, two referees found no major revisions necessary. Two other referees required somewhat major revisions, but they predicted

that it would not take them more than a week to check a revised version of the dissertation. Only one referee demanded more time to check the revised version. Among their comments were:

1. A similar issue was dealt with by a PhD dissertation submitted by a former GRIPS student a little more than a year earlier. Detailed discussion of similarities and dissimilarities between this and that dissertation is missing.
2. While the game theoretical argument in the dissertation deals with only one-shot games, government officers in reality interact with each other almost every day for some years, which may be better captured by infinitely repeated game framework. How can this gap be reconciled?
3. The author should try to convey the sense of the magnitude of the cost of coordination failure by, for example, estimating the length of time lost in ineffective office meetings.
4. It is desirable to discuss the applicability of the main argument of the dissertation to other countries.
5. It is desirable to discuss differences between ministries, especially between those focusing on economic development and the other ministries, in the degree of seriousness of the type of inefficiency considered in this dissertation.

The referees agreed to allow the candidate to resubmit a new version of his dissertation after making revisions faithfully following the above comments and those minor comments that are not shown here.

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

A revised version was submitted about three weeks after the defense. Within a week, all referees found the revised version satisfactory and agreed to leave final check to the main referee. Actually, some unclear sentences, typos and other minor errors were found in the revised

version. The main referee told the candidate to correct these errors and resubmit a new version quickly. Although the candidate could not do so because of the sudden illness of a family member, he finally resubmitted the third version on July 11, 2019, which the main referee finds satisfactory.

4. 最終審查結果 Final recommendation

The doctoral thesis review committee recommends that GRIPS award the degree of Ph.D. in Advanced Policy Studies to Nicolaus Herman Shombe.

GRIPS Global Governance Program (G-cube) 総合審査委員会 結果報告

総合審査委員会 General Assessment Committee	主査 Main referee	園部 哲史 SONOBE, Tetsushi	主指導教員/Main advisor
	審査委員 Referee	INTARAKUMNERD, Patarapong	副指導教員/Sub advisor
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	審査委員 Referee	MUNRO, Alistair	博士課程委員会委員長代理 Acting chairperson of the Doctoral Programs Committee
	審査委員 Referee	田中 明彦 TANAKA, Akihiko	学長/President
	審査委員 Referee	原 洋之介 HARA, Younosuke	Tutorial クラスター責任者 Leader of Tutorial Cluster
	審査委員 Referee	今井 義典 IMAI, Yoshinori 立命館大学 産業社会学部	学外の有識者/ External Expert
総合審査課題 Question	<p>Prepare 40 mins presentation to address the following question.</p> <p>Nobody can end any news show without mentioning the escalation of US-China “trade war” these days. Intellectuals are also discussing if the post-war liberal international order sustained by various international organizations and agreements ends or not.</p> <p>What should you do to address this dynamics, if you were a leader of an African country? You should first explain the politico-economic structure of your country. Secondly, you should predict the major impacts that the trade war would exert on your country in the short- and long-term, if the government doesn’t take any action. Please consider broader impacts including (but not limited to) economic, diplomatic and security issues when you predict the impacts. Thirdly, based on your scenario, explain what kind of policy package you would implement to mitigate such impacts both in the short-term and long-term.</p>		
総合審査口述試問 Presentation	2019年3月27日	総合審査委員会 General Assessment Committee	2019年3月27日
審査結果 Result	<div style="display: flex; justify-content: space-around;"> 合格 Pass 不合格 Failure </div>		