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Master's Thesis of Public Administration

A Study on the Evolution of Government Performance Evaluation System in Tanzania:
A Comparative Perspective of the OECD Models

탄자니아 정부업무평가제도의 진화에 관한 연구:
OECD 모델과의 비교 관점에서

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A Study on the Evolution of Government Performance Evaluation System in Tanzania:
A Comparative Perspective of the OECD Models

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Submitting a master's thesis of Public Administration

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Dedication

This study is dedicated to my late parents, Mr Peter Chacha Marwa Mahende and Mrs Magreth Musuguri Mahende, whose wisdom and care made me who I am today. May God rest their souls in eternal Peace Amen.

List of Abbreviations

GPES-Government Performance Evaluation System

NPM –New Public Management Model

NWS-Neo Weberian Model

NPG-New Public Governance Model

IMF- International Monetary Fund

USA-United states of America

UK-United kingdom

URT-United republic of Tanzania

NPR-National Performance Review

OECD-Organization for Economic Co-Operation and Development

NHS-National Healthy Security

ERP-Economic Recovery Program

CSRP-Civil Service Reform Program

PSRP- Public Service Reform Program.

TAZARA-Tanzania Zambia Railway Authority

PO-PSM-President's Office-Public Service Management.

PSA-PUBLIC Service act

PSM-Performance Management System

PSMEP-Public Service Management and Employment Policy

PM- Performance Management

PA-Public Administration

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Abstract.

This study intends to investigate the evolution of public performance evaluation system in Tanzania. For the purpose, it conducts a comparative analysis with the OECD member states, including United Kingdom, the United States and Germany, based on mainly secondary data.

The study tracing the route for Government performance by exploring the route of Public management reforms from post-independence era to present. During 1960s and before countries made their reform according to their culture, history and prevailing situations evolved to that country by that time. Due to industrial revolution in the developed world leaders were looking for good reform model which could be suitable for governing the industrial sector which seemed as an engine to economic development.

In Tanzania Government performance evaluation system can be distinguished for four epochs since independence in 1962.*1st the post-independence phase* of 1962-1972, *2nd the crises phases of* 1973-1985, *3rd the structural adjustment phase* of 1985-1995, *4th comprehensive reforms program* of 1996 to date, that introduce NPM pandemic of public management reform which gave swept across much of the OECD world.Besides that things were not the same comparable to Germany, USA and UK because during 1960s, Tanzania was still under colonial domain and during independence in 1961s the government inherited Colonial administrative structure whereby traditional model was mostly used. Moreover during 1980s NPM Reform Model was introduced but much

insisted during 1990s due to condition imposed by World Bank and international Organization.

Although it is difficult to measure the performance outcome of each reform models (The NPM model, NPG and NWS) worldwide but there are some indicators that the researcher identified that the reform models had less impact in the improvement of performance and government accountability since the gape for this reform models has contributed to corruption for some government officials. Things like, lack of clear implementation strategies, lack of awareness and training for importing reform models for purposeful use in accordance to the countries circumstances were obstacle for the reform models not to have big impact on government performance. From the beginning of the 1990s, the question for Tanzania has not so much been about reforming, restructuring or downsizing public institutions, but rather that of building the public sector in the first place. Consequently, there has been no real Public Administration reform, just a transition without a complete strategy or detailed plan of action.

There were limited achievements for those states that adopted Public Administration reform than those states that make changes in their Public Administration reforms .Tanzania as one of the countries which adopted New Public management model during 1990s fall in that category of those states which adopted new reforms by that time and created generally accepted constitutions and built the political institutions from that of socialist state to the one of Capitalist.

Key Words: government performance, reform models, institutionalization, performance evaluation system, Tanzanian public administration.

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Chapter One: Introduction

Tanzania attained its independence in 1961.The political leadership committed itself to wage and win the war against poverty, disease and ignorance in order to bring about prosperity to all Tanzanians. The Public service being the strong army of the Government as well as engine for growth and development was expected to ensure that the war against the three development enemies was executed to a successful end.

However by the late 1990s it was realized that it would take ages for the Government to combat and eradicate the three development enemies if at all deliberate measures and mechanisms were not put in place to reinvigorate and transform the public service into an institution of excellence capable enough to playing a pivotal role in achieving sustained national economic growth, Government performance, Prosperity and eradication of poverty in the 21st century (World Bank, 2008)[1].Consequently a number of reform activities in the Public service were initiated for the purpose of accomplishing the Government Goals and Objectives in accordance to the NPM Model.

The civil service reform Program was launched in July 1991, it runs up to 1999.The major trust of CSRP was Cost containment and the restructuring of government. Apart from that this was succeeded by the Public Service Reform Programme (PSRP) which is implemented in a series of overlapping but mutually supporting phases which Grouped into years

[1] World Bank, 2008: Pp. 35-52.

(2000 to 2007), with the theme of instituting Performance management system, years (2007 to 2012) with the theme of enhanced performance and accountability and lastly into years (2012 to 2017) with the theme of quality improved cycle.Besides that in the Anglo phone countries (United Kingdom and United states) reforms started early in 1960s to 1970s.In Germany during 1980s and in Tanzania mostly during 1990s.

There were three main factors that contributed to the spread of the NPM model, first were due to the Language, the influence The Anglophone countries have in the International Organizations such as World Bank, IMF and OECD and the economic crises of 1980s. The study discussed the Evolution of Government Performance evaluation systems in Tanzania in comparative perspectives of countries of United Kingdom, United States and Germany. Pollitt and Bouckaert (2010)[2] named it 'Alpha' and 'Omega', the starting point and the desired future of Ideas, in this case the desired future of ideas are NPM, NPG and NWS. We will see how each countries started to evolved through waves of reforms where by before 1980s Reforms evolved depending on countries circumstances and situations, The economic crises, Advancement in technology, Increasing the number of students who studies Public administrations and The rise of Information Technology facilitated the changes in the Government activities, we call these changes Performance.

The institutionalization of performance in the public sector differs from one country to another due to different in culture, History and nature of

[2] Pollitt and Bouckaert, 2010: Pp. 211-214.

Public administration. Not only that but also the scope and components of institutionalization of performance also differ from these three countries am comparing with Tanzania, More over the process for implementation of institutionalization of performance also differ from one country to another. The research is going to answer the process for institutionalization of Government performance evaluation system in Tanzania.

1.1 Raised Problem

The concept of performance management has been so much important in the area of individual, company and organization achievement. Performance of the public service is perceived in terms of its capacity to provide effective and efficient of public service delivery that interacts with wide range of actors in society to deliver the development goals and objectives of a country. Capacity of the public service to perform is a function of the policy environment including the capacity for carrying out high quality policy making and the shaping of a broader policy environment. (Dr. Benson A. Bana, 2009)[3]

On the other hand, the capacity of public institutions is developed through restructuring existing public institutions and through the creation of more appropriate institutions. It is also developed by introducing new systems and enhancing the capacity of individual public service staff. Often capacity

[3] Bana, 2009: Pp. 85-92.

development at individual and organizational level has called for putting in place systems of performance and incentive frameworks. (Faisal Isa, 2008)[4]

These changes in quality policy and structure are called public management reforms. Pollitt and Bouckaert, (2010) [5] defined Public Management Reforms as the deliberately changes in the structure and Process of public sector Organizations with the Objectives of getting them.

Since Independence in 1961 the government of Tanzania has trying to provide effective and efficient service to its citizens through Formulating various policies, Restructuring and creating Public institutions for the purpose of improving performance of the Government.

The institutionalization of government performance evaluation system can be stated in four evolving phases which are, the post-independence phase (1962-1972), the crises phase (1973-1985), the structural adjustment phase (1988-1998) and the comprehensive reform program (2000 to date). During the Post-independence phase (1962-1972) the reforms was formulated due to the prevailing situations and the country need of that time, example during this phase the country need was to build a strong state and empower the government to provide good and services to the citizens and to restructure the Government which was people oriented rather than colonial domain.

Besides that during the crises phase (1973-1985) up to the comprehensive reform phases(2000 to date) government reforms was not primarily concerned with the country need only rather the need was forced by

[4] Faisal Isa, 2008: Pp. 20-38

[5] Pollitt and Bouckaert, 2010: Pp. 2-4.

the economic crises, and International institutions (IMF and the World Bank) whereby countries were forced to liberalized trade as a measure to revive economic crises,

Moreover these institutions were used to institute conditions necessary for changes in the reforms, example Privatization, contracting out, Reducing the size of the government and many more, within this events we have witnessed the development of various models and theories such as NPM (New Public management model),NWS (Neo Weberian State Model) and NPG (New Public Governance) in the international arena, where by all countries seems to head in the same direction as Hughes,(2003)[6], described that "There are various ideas of what is involved in Public management reforms.

However as the process has continued there has been convergence as to what is involved in the reforms" Pollitt and Bouckaert (2004)[7] stated that there were focus on one direction. From the beginning of the 1990s the question for Tanzania has not so much about reforming, Restructuring or downsizing public institutions but rather that of building the public sector in the first place, consequently, there has been no real Public Administration reform, just a transition without a complete strategy or detailed plan of action Hughes, (2003). Then what forced the Tanzanian government to undergo transition without a complete strategy or detailed plan of action? It is the light of context that this paper discuss the evolution of government performance

[6] Hughes, 2003: Pp. 54-60.
[7] Pollitt and Bouckaert, 2004: Pp. **75-77.**

evaluation system in Tanzania with comparative perspectives of UK, US and Germany, besides that the study analyses the process of institutionalization of performance evaluation system in Tanzania.

1.2 Research Objectives

- To assess the scope and components of institutionalization of performance in comparative perspectives.
- To assess the process for implementation of institutionalization of performance in comparative perspectives.
- To assess the Process of institutionalization of performance evaluation system in Tanzania.

1.2.1 Purpose /Significance of the Study.

The idea behind this study is to explore the strategies for institutionalization reforms in the performance of Government with comparative perspectives of UK, USA, Germany and Tanzania. Despite of the fact that the country mentioned has a great advancement in terms of development I found it necessary to compare with my country Tanzania due to the reason that, UK and US has a great influence on the development of Reforms model such as NPM which was once developed in the Anglophone countries and these countries are among them.

Not only that but also Germany has a special case in this study which stimulates me to choose in my study, first it was our colonial master country and second on this trends of reforms Germany opt his own case, The Neo Weberian Model, though it also adopted some feature of NPM but it was so

selective on the part of federal government. Besides that the study Narrow down to the analysis of Tanzanian Case for the evolution of Government performance evaluation system.

It is my sincere hope that this study will be useful in the study of Public administration reform, useful to the donor countries to assess which reforms will have impact on the developing countries and which doesn't have, when imposing the conditionality's on reforms to the developing countries. Moreover this research will help government of Tanzania to see where it has mess up on the instituting and implementation of reforms so as to acquire positive results on performance.

1.3 Theoretical Framework

Many commentators in the field of public administration has argued that public management reforms is the tool for enhancing performance in the government, Pollitt and Bouckaert (2010) [8] further added that Public management tool is made in bend plastic and not in rigid metal, this means it is flexible according to the prevailing situations and circumstances.

It is within the light of this concept that my frame work desires to portray the objective of my study on strategies for institutionalization of government performance evaluation system, besides that it will show the trend and focus of my study as far as the Public management and performance is concerned.

[8] Pollitt and Bouckaert **:** 2010,Pp 217-219.

Table 1. Theoretical Framework on Strategies of Institutionalization of Government Performance Evaluation System.

	KEY FACTORS	COUNTRIES			
		UK	USA	GERMANY	TANZANIA
WHAT	FINANCE	• MODERNIZATION OF FINANCE SYSTEM IN • BUDGETING, • ACCOUNTING AND • AUDIT	• MODERNIZATION OF FINANCE SYSTEM IN • BUDGETING, • ACCOUNTING AND • AUDIT	• TRADITIONAL FINANCIAL SYSTEM IN BUDGETING, • ACCOUNTS AND COMPLIANCE • AUDIT	• TRADITIONAL FINANCIAL SYSTEM IN BUDGETING, • ACCOUNTS AND COMPLIANCE • AUDIT
	PERSONNEL	1980s PERFORMANCE RELATED PAY, LINKING PAY WITH PROMOTION CAREERS LESS SECURE	1980s • PERFORMANCE RELATED PAY, • LINKING PAY WITH PROMOTION • CAREERS LESS SECURE AND NARROW SPECIALIST	1990s • PERFORMANCE RELATED PAY, • LINKING PAY WITH PROMOTION • CAREERS SECURED	• PROMOTION BY MERITS 2000s • PERFORMANCE RELATED PAY • CAREERS SECURED
	ORGANIZATIONS	1980S • MORE SPECIALIZED ORGANIZATIONS, • COORDINATION BY MEANS OF MARKET MECHANISM, • CONTRACTUAL RELATIONSHIP, • DECENTRALIZATION OF AUTHORITY • BREAKING UP AND DOWNSIZING BEREAUCRATIC ORGANIZATION ▪ PRIVATIZATION ▪ NEW ORGANIZATIONS	1980S ▪ MORE SPECIALIZED ORGANIZATIONS, ▪ COORDINATION BY MEANS OF MARKET MECHANISM, ▪ CONTRACTUAL RELATIONSHIP, ▪ DECENTRALIZATION OF AUTHORITY ▪ BREAKING UP AND DOWNSIZING BEREAUCRATIC ORGANIZATION ▪ PRIVATIZATION ▪ NEW ORGANIZATIONS INTRODUCED	▪ NO SPECIALIZATION JUST MULTIFUNCTIONAL LOCAL AUTHORITY ▪ COORDINATION BY MEANS OF MARKET MECHANISM IN THE LOCAL GOVERNMENT, ▪ CONTRACTUAL RELATIONSHIP, DECENTRALIZATION OF AUTHORITY ▪ BREAKING UP AND DOWNSIZING BEREAUCRATIC ORGANIZATION ▪ NO FLOCKS OF NEW ORGANIZATION INTRODUCED ▪ SELECTIVE PRIVATIZATION	▪ SPECIALIZED AGENCIES ▪ PRIVATIZATION ▪ BEREAUCRATIC ORGANIZATION

		INTRODUCED			
HOW	TOP DOWN / BOTTOM UP	CENTRALIZATION	DECENTRALIZATION	DECENTRALIZATION	DECENTRALIZATION
	LEGAL DIMENSIONS	• CIVIL SERVICE REFORM ACT AND • FINANCIAL ACT THAT SUPPORT PERFORMANCE IMPROVEMENTS WAS INTRODUCED IN THE EARLY 1990S	• CIVIL SERVICE REFORM ACT AND • FINANCIAL ACT THAT SUPPORT PERFORMANCE IMPROVEMENTS WAS INTRODUCED IN THE EARLY 1970S	• MAIN LAWS GOVERNING THE CIVIL SERVICE WERE NOT CHANGED • JUST AMENDMENTS TO THE CIVIL SERVICE REFORM ACT AND FINANCIAL ACT THAT SUPPORT PERFORMANCE IMPROVEMENTS WERE FORMULATED IN THE EARLY 1980S	• CIVIL SERVICE REFORM ACT AND FINANCIAL ACT THAT SUPPORT PERFORMANCE IMPROVEMENTS WAS INTRODUCED IN THE EARLY 2000S

Source: Adopted from Pollitt and Bouckaert, 2010. (for Public Management Reform) and Kithinji and Mambo, 2001. (for Public Service Reform comes of Age in Africa).

The frame work shows the trajectory of reform to move in a certain direction Pollit and bouckaert(2004)[9] named it Omega, They define trajectory as an intention pattern that someone is trying to take, from a starting point 'Alpha' to the desired feature 'Omega'. The frame work shows different effort of the countries trying to move in a desired feature Omega. Since 1980 most of the countries have shown intention of institutionalization of performance evaluation system in the Government activities, the 'what' shows the components and scope of institutionalization of performance evaluation

[9] Pollit and bouckaert: 2004: Pp. 211-214.

system and the 'How' shows the means of implementation. As we will be discussed since 1980s many countries seems to move in the same direction towards Public management reforms, Hughes, (2003) [10] named it 'convergence'.

The institutionalization of performance evaluation focused on three components which are Finance, Personnel and Organizations, all this aimed at attaining a desired economy, efficiency, and effectiveness to the Government sector. Due to complexities in country's history, culture and administrative system some countries lacked behind and some are far though they both aimed to reach the Omega state or the Ideal world, this ideal world of reform are the Models, in this case I will refer to those three model, The NPM,NPG and NWS.

Those pioneers' countries of NPM (The Anglophone countries) seem to take a step further in institutionalization of performance evaluation system than those who opt. As we can see in the Frame work that United Kingdom and United States is much far than Germany and also Germany is far than Tanzania. Further discussion and analysis will be held in chapter four of this paper.

1.3.1 Research Questions

- What was the process for institutionalization of Government performance evaluation system in Tanzania?

[10] Hughes,2003:Pp 65-67.

- What is the impact of Public management Reform models in Tanzania and main factors that contributed to the development of reform in Tanzania?

Chapter Two: Theoretical Background.

2.1 Theoretical and Comparative Background of Evolution of Government Performance Evaluation System in UK, US, Germany and Tanzania

Public sector Performance can be defined as managing public programs for outcomes, (Richard Kearney and Evan (1999)[11] Management for good outcome can emanate when there is good reforms and policy to enact and implement changes in structure and process. This changes in process and structure is called Public management reforms (Richard Kearney and Evan (1999).

Public Management reform can be defined as deliberately changes to the structures and processes of Public sector Organizations with the objectives to run them better. (Christopher Pollitt and Geert Bouckaert, 2010)[12]

Evolution of Government performance evaluation system can be traced back since 1960s whereby there were influxes of reforms packages from different countries. These reforms evolved due to some reasons and these reasons differ from country to country. For the purpose of this study, I will discuss the criteria for change in comparable to UK, USA, Germany and Tanzania from the period of 1960s to 2010s,Due to the fact that this study is very wide, I tailored and focus for criteria's such as *reasons for change*, *Areas of change*, and *initiation process*.

[11] Richard Kearney and Evan, 1999: Pp. 40-49.
[12] Pollitt and Geert Bouckaert, 2010: Pp. 211-214.

Theories or model of reforms can be categorized in terms of period and characteristic of main dialogue, from 1960 to 2010 (Christopher Pollitt and Geert Bouckaert, (2004)[13] classify them as indicated in the diagram below.

Table 2: Three Waves of Reform Thinking

Period	Characteristics of Dominant Discourse
Mid 1960s to late 1970s	Rational, Hierarchical planning and cost benefit analysis. Science and expertise will produce progress
Late 1970s to late 1990s	New Public Management, Business techniques to improve efficiency. Rise of better Management as a solution to a wide range of problems.
Late 1990s to 2010	No Dominant model, Just several key concepts, including Governance, Networks, Partnerships, Joining up, Transparency and trust.

Source: Pollitt and Bouckaert, 2010: Pp. 11.

During the mid-1960 to late 1970, this period Public management reform was treated as rational planning, hierarchical planning and cost benefit analysis, and reforms was formulated in accordance to the country need and the prevailing situations for necessity needs prevailing in the country.

During this time Tanzania government was in the era of post-colonial domain, thus the main reforms which were made concerned with building strong state and restructure the Government from colonial domain to that of people, in

[13] Christopher Pollitt and Geert Bouckaert, 2004 : Pp. 11-15.

USA, UK, and Germany reasons for formulation of reforms were similar with that of Tanzania in the context of their circumstances, history and culture.

It was national or sectorial matter because there was little international debate about Public Management Reform and during that time most of the reforms were made primarily by constitution and administrative law played in Administrative reforms, furthermore by that time frame work of reforms differs from that of U.S.A, UK, or even OECD (Organization for Economic Cooperation and Development).

During the second era (1970 to 1990) the trend of reforms was caused by the growth of welfare state in the Anglophone countries, Advancement in technology, increase number of students who studies Public Administration and Economic crises.

With this reasons therefore, countries started to initiate the new model which will encounter the problem of economic crises and the huge burden the government had in running the welfare and pension funds, governments failed to provide its service effectively therefore there were need to run the government as the business entity, NPM model seems to be the solution. NPM Characterized with Business techniques to improve efficiency, Rise of better Management as the solution to a wide range of problem. Pollitt and Bouckerert (2010) [14]

This model was first initiated from Anglophone (UK, US) countries and then spread to other countries, in the developed world but In the developing world things were not similar, they were not adopted the NPM

[14] Pollitt and Bouckerert, 2010: Pp. 11-15.

reforms, Tanzania is one of the examples, In Germany the initiations process was less in the federal government as they just opt some features of NPM.

In 1980s the influence of international organization became more popular hence made it possible for this organizations to influence other countries to adopt NPM, In Tanzania the NPM was imposed as the conditions for the donors countries as one of the criteria for Good governance, by the end of 1990s all conditions that favored market mechanism was implemented in Tanzania, Saleemi N.A (2006)[15] Things like Privatizations, Contracting out reducing the size of the Government, and establishment of multipart system as a means to good practice democracies and other like.

If you follow this wave of reforms you can be witness that from 1980s when the Anglophone countries were able to influence NPM in the international Organizations, Tanzania was not developed its own reforms rather a snap shoot of what we were required to do by these bodies and set the target according to our own circumstances, In short I can say we were importing this reform package. Comparable to the UK,USA and Germany, where by reforms came as a result of advancement in Technology, Growth of the welfare states, economic crises and the rise in the number of students in the University level, in Tanzania we neither have such advancements nor growth of the welfare state.

During 1990s progressed, its character began to change. It stayed high in the political agenda, but the talk turned to Governance, Networked Governance, Partnerships, Joined up Government, whole of Government, to

[15] Saleemi N.A ,2006:Pp 10-14.

trust, and Transparency in other words Agenda seems to shift from NPM to Governance. Pollitt and Bouckaert, 2004)[16] With this also we have witnessed IMF and World Bank starting to insist on Good governance, Transparency, Democratic Governance and many names. While in UK, USA and Germany this strategy was brought up due to the rise of political awareness so that to bring trust to their Government. In Tanzania we were still in the transitions from a single party to multiparty system, thus the political awareness was still low.

It is not true that these countries (USA, UK, Germany) had counted in one model than another, they only took specific tool and using them in constructing way as Pollitt and Bouckaert says that Management tools are made in bend plastic and not in Rigid metal.

Even if a particular government were able to expertise and implement somehow pure reform that would not mean that public sector became so pure. With this therefore it is difficult to say that a certain country was undertaking a particular model, at a particular point of time.There were many reform model which were established during that period of wave of ideal model, For the purpose of this study, I found it necessary to discuss the three big models which appeared in almost all countries despite of the fact that the wave of reform was primarily pioneered by the Anglophone countries, in this case they are United Kingdom and United states.

2.2 Theories of GPES

[16] Pollitt and Bouckaert, 2004: Pp. 22 -30.

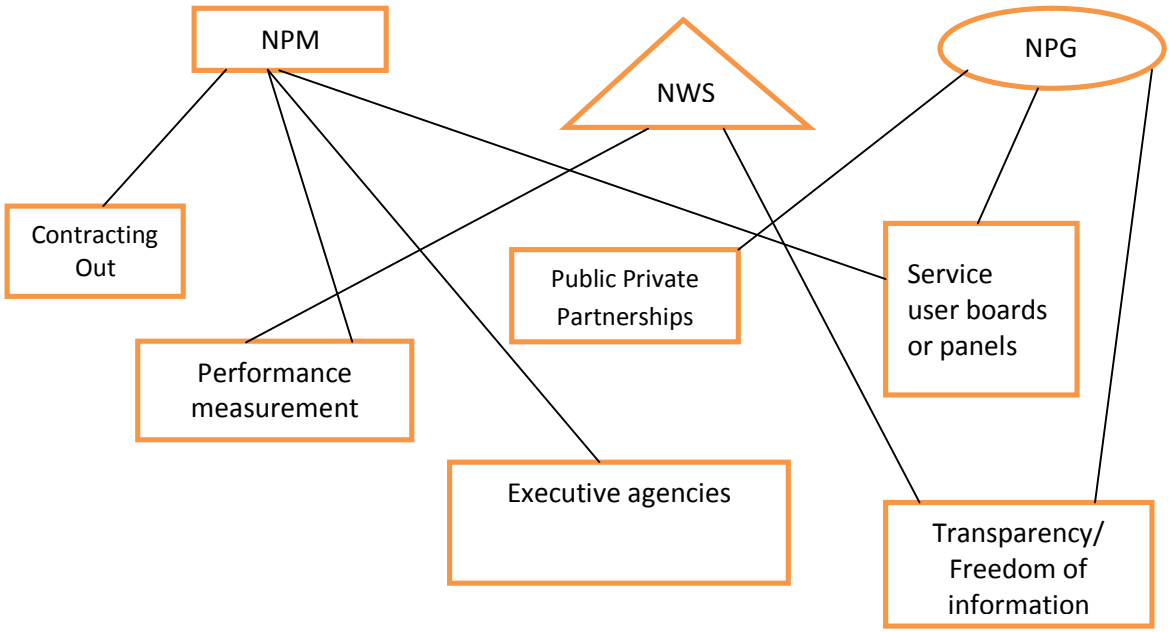
As I have discussed early the evolution of government performance evaluation system stems back during 1960s to 2010 characterized of different phases. For this study I have just discussed three phases from mid-1960 – 1970, late 1970 to late 1990 and from late 1990 to 2010.From the first phases the reform where mainly done in individual countries where by every country did a reform pertaining a situation prevailing in a particular country. Refer to the example of Tanzania and Germany above.

During the second phase the situation change dramatically first from Anglophone countries to other countries due to the influence of Language and international organizations which helped to spread the rise of New Performance Management Model (NPM). From this model there was no particular model which was developed just development of several concepts including Hybrid Governance (Hupe and Meijs, (2000) [17] , Operational Governance (Hill and Hupe, (2009)[18] New Public Governance (Australian Public Commission, (2007)[19], and New Public Governance (Osrbone, (2010)[20]

For the case of this study I will rely only on three big models which are New Public management model, NeoWeberian system Model and New Public Governance model. Approach of this study will bank on the conceptual frame work developed by Pollitt and Geert Bouckaert[21] in their book called Public Management reform as follows.

[17] Hupe and Meijs, 2000:Pp.30-35.
[18] Hill and Hupe, 2009: Pp. 102 -104.
[19] Australian Public Commission, 2007: Pp. 35.
[20] Osrbone, 2010: Pp. 54-57.
[21] Pollitt and Geert Bouckaert, 2010: Pp. 21-23.

Figure one: Models of Public Management Reforms



Source: (Pollitt and Geert Bouckaert, 2010 Pp. 25

2.2.1 Traditional Approach of Governance Performance Management System.

This approach relies on the traditional bureaucratic system. It is a system of control in which policy is set in the top and being carried out through a series of office where by manager and worker reporting to one

superior and held account by that person. (A. Benz, H. Siedentopf, and K.P. Sommermann, (2004) [22] the development of the traditional model of administrative repays much to the administrative tradition of Germany and the voicing of the principles of bureaucracy by Max Weber.

The model characterized by the control from top to bottom approach in the form of monocratic hierarchy. It is based in the set of rules and regulations, rational and legal system of control .The rule of bureaucratic is strictly subordinate to the political superior. (Pollitt and Bouckaert, (2010)[23] argued that weberial element tends to reaffirmation of the role of the state as the main facilitator of solutions to the new problems of globalization, Technological change, shifting demographics and environmental threats.

This system was developed first in Germany over several centuries and in the other countries there was development of bureaucratic system during the industrial revolution, for example President of America Woodrow Wilson contributed much to the traditional model by insisting on separation of administration from political policy making, He says "Administration lies outside the proper sphere of politics". Administrative questions are not political question, although politics set the task for administration it should not be suffered to manipulate its offices (Woodrow Wilson, (1913 to 1921)[24]

One of the main concerns of the traditional model was the accountability of implementers of public policy to the governing institutional rulers.

[22] A. Benz, H. Siedentopf, and K.P. Sommermann, 2004: Pp.19-21.
[23] Pollitt and Bouckaert, 2010: Pp. 18-19.
[24] Woodrow Wilson, (1913 to 1921)

Apart from that Frederick Taylor, (1911)[25] prepared input to the traditional model with his time and motion studies and careful analysis of the role of managers and workers. His techniques and managerial practices were adopted widely in the United States and throughout the world in the early 20th century. Taylor's principles of management emphasized tight control of work processes and careful planning by managers. Although his management techniques have been used at times to control workers to the point of domination, his original ideas did not certainly infer the mistreatment of workers.

Therefore this model was most suitable in the era of industrial revolution where by the use of hierarchy control in the office, full time career employment, specialization of work, and the Use of rules and regulations seems to be important. Due to the vast advancement of science and technology this model loose the trend, the vast growing of information technology and globalization invent the new public management model which is explained below.

2.2.2 New Public Management Model.

The term new public management includes a wide range of practices and perceptions that are projected to overcome the inefficiencies inherent in the traditional model of public administration. Robert Behn (1981)[26] defines the New Public Management as " the entire collection of tactics and strategies

[25] Frederick Taylor,(1911)
[26] Robert Behn ,1981:Pp. 74-78.

that seek to enhance the performance of the public sector .The traditional bureaucratic structures that lead in the industrialized economies of the 20th century were seen appropriate in that era.

The large size and rigid structures of the traditional Systems are too cumbersome for the new era in which economic system is based on information and its operation rather than industrial production. (Premchand ,(1983)[27]

Moreover Production is still important, but it is increasingly based on information systems rather than hierarchical or bureaucratic system.

Besides that monitoring behavior of workers from the top to bottom was not effective enough to delivery efficient results. Thus the new public management allows decentralized administration, delegation of will, contracting for goods and services, and the use of the market mechanisms for competition and customer service to improve performance. It targets to achieve accountability through the measurement of outcomes rather than inputs (,Wildarsky (1979)[28] Performance measures used as a tool to take control from the top through rules and regulations. Permitting more jurisdictions to managers to manage and to be held accountable for their performance, so that they may have flexibility to use their judgment.

In the United States the NPM was made mandatory by Clinton Administration's National Performance Review (NPR). The advocates of the NPR contended that the prevailing paradigm of government organization in

[27] Premchand ,1983: Pp. 112-116.
[28] Wildarsky (1979)

the U.S. Had the negative effects of the spoils system whereby there was lack of competence and susceptibility to governmental corruption. The reformist paradigm of government organization argued that the system was designed during the industrial revolution which was characterized on large scale bureaucracy with hierarchical control from the top to bottom so that to ensure responsiveness to law and adherence to policy. (Pollitt,(1984)[29]

The coming of the information revolution in the late twentieth century brought the need for more flexible organizations that operate in a greatly changed environment of global competition. The governmental reforms were in need for developed and the rules and procedures that originally facilitated management came to fill off innovation.

Guy Peters(2004)[30] defined the new public management as a range of reforms that have been tried over the past two decades by governments seeking to improve efficiency and include more participation, flexibility, and deregulation internally, and the use of market mechanisms externally.

However New public management characterized by the use of market mechanisms to improve performance in the public sector. This includes privatization, in which functions formerly performed by government are given over to private sector or business organizations, contracting out that involves delivery of goods and services that were formally paid for by the government, cost cut and reducing government size in order to make it more efficient and effective.

[29] Pollitt, 1984: Pp. 103-105.
[30] Guy Peters, 2004: Pp. 62-65.

Donald Kettl(1986)[31] summarizes six "core Characteristics" of the new public management approach as: productivity, marketization, service Orientation, decentralization, a policy orientation, and accountability for results. Thompson and Thompson observe that the new public management approach "borrowed primarily from the literature of business administration, calling for more managerial freedom to use resources, a focus on results rather than inputs, and greater reliance on the private sector for service delivery.

As Christopher Pollitt and Geert Bouckaert(2010)[32] said since the new Public mode developed there was no such model established rather than concepts, this was due to the fact that there was no great change on that concepts, Concepts like new Public Governance seems to link with the new public management with features like involvements of Public and private partnerships and contracting out. Looking further on that let us discuss in detail the concepts of new Public Governance model below.

2.2.3 New Public Governance Model or Networked Governance.

Good governance is said to entail the steering of society through networks and partnerships between Government, business cooperation's and civil society associations. (Pollitt and Geert Bouckaert, (2010)[33] From governance stand point, One sees government as only one institutions among

[31] Donald Kettl, 1986: Pp. 43-45.
[32] Christopher Pollitt and Geert Bouckaert, 2010:Pp 9-11.
[33] Pollitt and Geert Bouckaert, 2010:Pp 21-23

many in a free market society (Stivers (2009)[34]. Moreover New Governance model or Networked Governance means to make the Government more effective and legitimate by including a wider range of social actors in both policymaking and implementation, and most of them emphasize horizontality over vertical controls. It also involves networks and partnerships between stakeholders. (Pierre and peters,(2000)[35] Frederickson (2005)[36],Kaufmann et al,(2009)[37],Bellamy and Palumbo,(2010)[38],Osborne,(2010)[39]. (Gerlach, (1992); Nohria, (1992)[40] refer networked Government as the ad hoc coordination that is characterized by organic or informal social systems, in contrast to bureaucratic structures within firms and formal contractual relationships between them . The term "network governance" is used, rather than "network organization," because many scholars in management define "organization," either indirectly or directly, as a single entity. "Governance" more accurately captures the process and approach to organizing among firms. **(** Candace Jones et al, 1997)[41].

As it has been said that the government is one among different actors, what makes it to be different from other actors is authority and power the government possess to control other actors, example by means of rules and regulation provided by the government which abide all actors to follow. Mind

[34] Stivers ,2009:Pp 22-25.
[35] (Pierre and peters,2000: Pp. 85-89.
[36] Frederickson ,2005: Pp. 73-88.
[37] Kaufmann et al,2009: Policy working paper4280.
[38] Bellamy and Palumbo,2010: Pp. 27-30.
[39] Osborne,2010: Pp. 39-41.
[40] Gerlach, (1992); Nohria, 1992:Pp. 117-118.
[41] Candace Jones et al, 1997:Pp. 39-41.

you that, these actors are formed on mutual bases but once they are formed they must be aligned with government rules and regulations. The development of actors requires a strong social groups, business groups and cooperative organizations which have strong desire to take control of the government. This model seems to be strong in advanced societies where social and business ties are strong.

2.2.4 Neo Weberian State Model

The model was first introduced by Christopher Pollitt and Geert Bouckaert(2004)[42] in their book named Public Management reforms. Neo Weberian Model is the type of Administrative Reforms where by the state remain the distinct actor with its own rules, methods and culture like it was in the Weberian theory but in Neo Weberian Model they Modernize the traditional state apparatus so that it became more professional, more efficient, and more responsive to the citizens not only that but Authority exercised through a disciplined hierarchy of impartial officials.

They termed this kind of state as Modernizer because they still believe in a large rule of the state but acknowledged the need for fairly fundamental changes in the way the administrative system was organize, Examples of such changes are Budget reforms which move towards some form of results or performance budgeting, Some loosening of personnel

[42] Christopher Pollitt and Geert Bouckaert, 2004: Pp. 34-38.

rigidities but not the abandonment of the concept of a distinctive career public service, Extensive decentralization and devolution of authority from central ministries and agencies and a strengthened commitment to improving the quality of Public services to the citizens. (Pollitt and Bouckaert, 2010)[43].

Pollitt and Bouckaert differentiate the elements of Weberian Model and Neo Weberian State, thus argued that, Weberial element tends to reaffirmation of the role of the state as the main facilitator of solutions to the new problems of globalization, Technological change, shifting demographics and environmental threats while the Neo elements shift from an internal orientation towards bureaucratic rules, towards an external orientation towards meeting citizens needs and wishes.

Moreover Weberian elements reaffirm of the rule of representative democracy (central, regional and local) as the legitimating elements within the state apparatus while neo element supplement not replace the rule of representative democracy by a range of devices for consultation with, and direct representation of citizens views examples in the countries of Germany, Belgium, France and Italy and Northern European states.

Apart from that weberian elements reaffirm the rule of the administrative law, suitable modernized in preserving the basic principles pertaining to the citizens state relationship, including equality before the law, legal security and the availability of the specialized legal scrutiny of state actions while neo element management of resources within Government is

[43] Pollitt and Bouckaert, 2010: Pp. 161-163.

made possible by relevant laws to encourage a greater orientation on the achievements of results rather than merely the correct following of procedure.

Not only that but also weberian Model preserve the idea of Public service with a distinctive status, culture and terms and conditions while the neo weberian model depends on the professionalization of the public service so that the bureaucratic becomes not simply an expert in the law relevant to his or her sphere of activity, but also a professional manager, oriented to meet of his or her citizen/users.

The NWS was proposed as an empirical-analytical, not as a normative model, Pollitt, is quite self-critical about numerous of its aspects (Pollitt in Pollitt et al. 2010)[44], but it stands so far as one explanatory model of what is going on in Europe, and it does not throw good managerialist and participatory approach of NPM. It does still form a research agenda, but instead of anything better, it significantly helps our understanding of modern public administration. According to Pollitt and Bouckaert this model was dominant in Germany.

2.3 Categories to review Evolution of reform models in Comparative Perspectives.

Evolution of reform models differ from one reform models to another; this is due to the fact that many reforms were formulated to solve a certain problem or as a result of certain circumstances that occurred for the purpose of increase performance to the organization and solve administrative problem. Previous section explains the categories of reform models but this section is

[44] Pollitt in Pollitt et al. 2010:Pp 118-122.

going to review Evolution of Reform Models in Comparative perspectives, From Traditional or Classical Model to Neo Weberian State Model. The Table below shows the characteristics of Traditional model in comparative perspectives.

***Table 3*: Tradition Reform Model in Comparative Perspectives.**

PERIOD	COUNTRIES	REFORM MODEL	ORGANIZATION	PERSONNEL	CHARACTERISTICS
1960-1970	TANZANIA	Traditional approach	TOP DOWN	EMPLOYMENT MOSTLY DONE BY SPOILS.	• Top down approach • Employment by spoils. • Written rules and regulations • Impersonality
	GERMANY	Traditional approach	TOP DOWN	EMPLOYMENT BASED ON TECHNICAL QUALIFICATION	• Hierarchy of authority • Employment based on technical qualification • Written rules and regulations • Impersonality • Divisional of labor and specialization
	UNITED STATES	Traditional approach and Introduction of NPM model	TOP DOWN BOTTOM UP	EMPLOYMENT BASED ON TECHNICAL QUALIFICATION	• Hierarchy of authority • Employment based on technical qualification • Written rules and regulations • Impersonality • Divisional of labor and specialization • Marketization
	UNITED KINGDOM	Traditional approach and Introduction of NPM model	TOP DOWN BOTTOM UP	EMPLOYMENT BASED ON TECHNICAL QUALIFICATION	• Hierarchy of authority • Employment based on technical qualification • Written rules and regulations • Impersonality • Divisional of labor and specialization

					• Marketization

Note that, it is very difficult to point out that a certain country adopted a certain reform model at a particular point of time; this is just a trend that shows the characteristics of a particular reform model in a particular point of time, It is also difficult to point out that when a country has a certain characteristics of a particular model has eliminated the existence model.

2.3.1 Traditional Approach of Governance or Weberian Model.

Traditional Approach or Bureaucratic model is the model which evolved during 19th century, the period of Industrial revolution envisaged by Germany scholar Max Weber and later being applied to all organizations as the approach for increasing performance of organizations. Max Weber identified five major characteristics of Bureaucratic approach which were, Division of labor and specialization, written rules and regulation, Employment based on technical qualification, Impersonality and Hierarchy of Authority .Since I have already discussed this approach it is now my task just to make comparison of this approach to the chosen countries mentioned early.

During the evolvement of this model in Tanzania were still under colonial Government all means of production were owned by colonial domain and also the administrative system was controlled by them, After independence in 1961 government nationalize all the major means of

production owned by the colonial Government, during this time the bureaucratic system was applied but not to that extent, example by that time to get qualified professionals was very difficult not all people were employed due to the Technical qualification rather than spoils.

Hierarchy of authority was centralized to central Government and there were rigidity and formality way of management, moreover the system is still applicable in the Government institutions up to now, though there are more changes in the administrative system but I can't say the bureaucratic model is totally replaced. In Germany, United Kingdom and United States this system was clearly followed because industrial revolution takes place in these countries, there were Hierarch of authority, Division of labor and specialization, written rules and regulations, employment base in technical qualification and Impersonality. Moreover Back in the 1950 Government Performance evaluation system was not much institutionalized due to the fact that Management reforms differ.

Management reform was mainly occurred as essentially national or even sectorial matter, for example Germany made their reforms in the light of Germany circumstances and History, the same as what Tanzania, United Kingdom and United States did. This attitude was reinforced in many countries by the important role of constitutional and administrative law played in administrative reform. During this period most of the countries practice their own reform according to the certain circumstances, Mostly reform were regarded as technical or legal rather than political and economic matter (Pollitt

and Bouckaert 2004)[45], this situations persist till the introduction of New Public Management Model in 1980s to most of the countries apart from Anglophone countries which started as early as 1970s.

Besides that in 1970 and early 1980 almost every country focused in one wave of reform, other commentators argued that there were convergence of reform, These convergence of reform were through NPM model. Looking further on that let us discuss how this model was evolved in comparative perspectives.

2.3.2 New public management

New Public management model is the model which evolved as the result of advancement in technology, vast increase of the number of students who studies Public administration and economic crises which wiped in 1980s.Before that time each countries made his own reform according to its own circumstances as mentioned early, What makes almost every countries to focus on a particular reform model was due to the influence of international organization on the imposition of NPM model to the developing countries and developed countries as the only means or techniques to curb economic crises appeared in 1980s.

Besides that in Germany things were much dissimilar due to Historical and culture. While there was convergence of reform in many countries in the late 1970 and early 1980 Germany was still modernized its

[45] Pollitt and Bouckaert, 2004: Pp. 122-124

administrative system below the local level, Pollitt and Bouckaert(2004), named it modernizer group.

In Tanzania techniques of NPM model was adopted mostly during 1990s, Things like privatization, contracting out, Trade liberalism, downsizing and market mechanism, These measures were taken in less rations .In the United Kingdom reform techniques were taken under a large rations, Under Thatcher regime there was vast increase of Privatization of government institutions, downsizing, contracting out and market mechanism, Pollitt and bouckaert named it markertizers.

Moreover in the United States things were much complex, it's only under Bill Clinton where by NPM techniques were adopted in a large rations. For further clarification let us look for the characteristics of NPM model under the following Table.

***Table 4*: New Public Management Model in Comparative Perspectives.**

PERIOD	COUNTRIES	REFORM MODEL	ORGANIZATION	PERSONENNL	CHARACTERISTICS
1980-	TANZANIA	Less NPM model	Central planning Top Down Bottom Up And Less market mechanism	Employment Based On Technical Qualification	Less privatization Less contracting out Trade liberalization Downsizing Decentralization

	GERMANY	Less NPM model	Top Down Bottom Up And Less market mechanism	Employment Based On Technical Qualification Flexibilities on personnel	• Less privatization • Less contracting out • Trade liberalization • Downsizing • Centralization
	UNITED STATES	NPM model	Top Down Bottom Up And Market Mechanism	Flexibilities on Personnel Management pay and allowances.	• Privatization • Contracting out • Trade liberalization • Downsizing • Decentralization • Business Techniques
	UNITED KINGDOM	NPM model	Top Down Bottom Up And Market Mechanism	Flexibilities on Personnel Management pay and allowances.	• Privatization • Contracting out • Trade liberalization • Downsizing • Centralization • Business Techniques

Since 1980s there were no particular reform models that that existed, there were just call names like Net worked Government, Governance, Good governance, re-venting government , e-Government, and Trust Government .That's why in my table I didn't indicate the time frame for this reforms. The growth of information technology facilitates the performance of the government by reducing Rigidity of bureaucracy through the use of internet in providing goods and services.

2.3.3 New Public Governance

New Public management or networked government is the model that evolved due to the rise of information technology and globalization, where by government seemed to be one of the institutions among many in free market society. It is the reform model that involves varieties of actors in the economy

and the government remains the coordinator with authority and power among other actors. New Public Governance means to make the government more effective and legitimate by including a wider range of social actors in both policy making and implementation (Pierre and Peters, 2000)[46]

Moreover actors are working close with the government in order to bring efficient service to the citizens. This reform also facilitated the growth of Globalization and there are other commentators who argued that Government loose power due to influx of inter organizational Networks that work with the Governments to bring about social service closer than before. In Tanzania social actors and business are not as strong as compared to Germany, United Kingdom and United states. Among these four countries Germany has a very strong actors who work closely with the Government to provide services to the citizens, Germany have a very strong religious actors who form corporate Government. However in United States and United Kingdom social and Business actors play a significant role in bringing about effective policy making and implementation,

***Table 5*: New Public Governance Model in Comparative Perspectives.**

PERIOD	COUNTRIES	REFORM MODEL	ORGANIZATION	PERSONENNL	CHARACTERISTICS
1980-	TANZANIA	Less NPG	State remains with authority and power to govern. Horizontal over vertical control	Employment Based On Technical Qualification	• Non hierarchical • Patterned relationships • Coordination by Market mechanism • Horizontal over vertical control • Firm bound in formal or informal ways.

[46] Pierre and Peters, 2000:Pp.14-16.

	GERMANY	NPG	State remains with authority and power to govern. Horizontal over vertical control	Employment Based On Technical Qualification Professional HR and consultants Flexibilities on Personnel	• Non hierarchical • Patterned relationships • Coordination by Market mechanism • Horizontal over vertical control Firm bound in formal or informal ways
	UNITED STATES	NPG model	State remains with authority and power to govern. Horizontal over vertical control	Flexibilities on Personnel Management pay and allowances. Professional HR and consultants Flexibilities on Personnel	• Non hierarchical • Patterned relationships • Coordination by Market mechanism • Horizontal over vertical control Firm bound in formal or informal ways
	UNITED KINGDOM	NPG model	State remains with authority and power to govern. Horizontal over vertical control.	Flexibilities on Personnel Management pay and allowances. Professional HR and consultants Flexibilities on Personnel	• Non hierarchical • Patterned relationships • Coordination by Market mechanism • Horizontal over vertical control Firm bound in formal or informal ways

The table shows the characteristics of NPG model in comparative perspectives, It shows Tanzania practice less NPG, This is due to the fact that social and business actors in Tanzania are not very active compared to other countries, Mind you that this is just an ideal type that doesn't mean that they are some countries like United Kingdom and United states has replaced totally the weberian model, there are elements of a certain model which seems to be more practiced than others,

Moreover there is no any research that shows a certain country now Practicing a certain reform model and leave the other. Pollitt and Bouckaet explained that there is more than one route but on the other hand the picture is not one of anarchy, Some trends and partial patterns seem to stand out rather clearly, Furthermore they explained that trajectories would be much more

likely to converge if every Government in every country shared the same Omega, the same Image of the desired future arrangements towards which the reforms were intended to propel that jurisdiction, since there is not seem to be such a universally shared vision.

2.3.4 Neo Weberian State Model

This model was first introduced by Pollitt and bouckaert(2004) in their book of Public management reform. Neo Weberian Model is the type of Administrative Reforms where by the state remain the distinct actor with its own rules, methods and culture like it was in the Weberian theory but in Neo Weberian Model they Modernize the traditional state apparatus so that it became more professional, more efficient, and more responsive to the citizens not only that but also Authority is exercised through a disciplined hierarchy of fair officials. It emphasizes the modernization of existence bureaucratic procedures and laws to encourage achievements of results rather than following the bureaucratic procedure. The table below shows the characteristics of Neo Weberian Model.

***Table 6*: Neo Weberian Model In Comparative Perspectives.**

PERIOD	COUNTRIES	REFORM MODEL	ORGANIZATION	PERSONNNL	CHARACTERISTICS
1980-	TANZANIA	Less NWS model	State remains with authority and power to govern. Horizontal over vertical control	Less Flexibilities On Personnel Management pay and Allowances. Inadequate of Professional HR and consultants Result oriented	Modernization of bureaucratic procedures and Laws Non hierarchical Result oriented Professional culture of quality and services

	GERMANY	NWS model	State remains with authority and power to govern. Horizontal over vertical control	Flexibilities on Personnel Management pay and allowances. Professional HR and consultants Result oriented	Modernization of bureaucratic procedures and Laws Non hierarchical Patterned relationships Result oriented Professional culture of quality and services
	UNITED STATES	Less NWS model	State remains with authority and power to govern. Horizontal over vertical control	Flexibilities on Personnel Management pay and allowances. Professional HR and consultants Result oriented	Modernization of bureaucratic procedures and Laws Non hierarchical Patterned relationships Result oriented Professional culture of quality and services
	UNITED KINGDOM	Less NWS model	State remains with authority and power to govern. Horizontal over vertical control.	Flexibilities on Personnel Management pay and allowances. Professional HR and consultants Result oriented	Modernization of bureaucratic procedures and Laws Non hierarchical Patterned relationships Result oriented Professional culture of quality and services

Source: Adopted from Pollitt and Bouckaert, 2010 (Public Management Reform) and Kithinji and Henry L. Mambo (Public service reform comes of Age in Africa)

Due to its History and Culture Germany seems to practice more Neo Weberian Model, we have seen that during 1980s Germany took less privatization than United Kingdom and United states, and privatization was taking place more in the Local Government than the central Government. Germany depends much on the role of the state in Govern its local affairs, since there were strong social and religious actors the roles played by the state were to organize among firms. Pollitt and Bouckaert grouped it in the Modernizing group.

In Tanzania there are some features of NWS especially in Government Agencies and some ministries, whereby consultants in HR has

been used and Modernization of bureaucratic procedures and laws has been undertaken to some extent, example issues of employment and performance measures the Government use various consultants in order to improve performance and efficiency to the Government and people.

2.4 Institutionalization of Government Performance Evaluation System in Comparative Perspectives.

Institutionalization of Government Performance evaluation system based on three components of reforms which are Financial, Personnel and Organization for the aim of Improving performance and quality service to the Government. These movements started since 1980s where there was a massive advancement in science and Technology and growth of information technology which facilitated government operation and activities for better achievement of results. From this period also we have witnessed the development of NPM model as the ideal world of model 'Omega' and countries started to focus on it, so as to make the Government business like entity by adopting the private sectors techniques so as to improve service and performance of the Government. These measures were parallel to the "what", the components of institutionalization of performance evaluation system, in the spheres of Finance, Personnel and Organization as shown in the Diagram below.

***Table 7*: Institutionalization of Government Performance Evaluation System.**

<table>
<tr><td></td><td colspan="6">STRATEGIES OF INSTITUTIONALIZATION OF PERFORMANCE IMPROVEMENT</td></tr>
<tr><td rowspan="10">SCOPE AND COMPONENTS</td><td rowspan="10">WHAT</td><td rowspan="3">FINANCE</td><td>ACCOUNTS</td><td rowspan="10">EFFICIENT
EFFECTIVENESS
ECONOMY</td><td rowspan="2">GERMANY</td><td rowspan="10">TANZANIA</td></tr>
<tr><td>BUDGET</td></tr>
<tr><td>AUDITS</td><td rowspan="2">UNITED KINGDOM</td></tr>
<tr><td rowspan="4">PERSONNEL</td><td>RECTRUITMENT</td></tr>
<tr><td>POSTING</td><td rowspan="5">UNITED STATES</td></tr>
<tr><td>REMUNERATION</td></tr>
<tr><td>SECURITY OF EMPLOYMENT</td></tr>
<tr><td>ORGANIZATION</td><td>SPECIALIZTION</td></tr>
<tr><td></td><td>COORDINATION</td></tr>
<tr><td></td><td>(DE) CENTRALIZATION</td></tr>
<tr><td rowspan="2">PROCESS OF IPLEMENTATION</td><td rowspan="2">HOW</td><td colspan="4">APPROACH</td></tr>
<tr><td colspan="2">TOP DOWN / BOTTOM UP</td><td>LEGAL DIMENSION</td><td colspan="2">TASK ALLOCATION (NEW) ORGANIZATION</td></tr>
</table>

Source: Adopted from Pollit and Bouckaert, 2010. (Public Management Reform)

A. Finance.

Starting with the components of finance as the table above shows, it has been categorized into three main components which are budgeting,

Accounts and Audit. These were measure taken in order to improve performance in the Public sector due to the two main Pressure, which were to restrain the growth of government expenditure for micro economic reason and to increase efficiency and effectiveness (Pollitt and Bouckaert,2004)[47].

Due to the fiscal crises of 1980s and Global economic crises of 2008, there were needed to control the financial movements ups and down. In UK we have seen during the Thatcher Era 1979-1989,the emphasis was on cutting the Government spending in order to control economy, In US during the Clinton Era they did the same, In Germany during the Unification period they Integrated the Government offices in order to reduce the cost and In Tanzania also things were the same.

i. Budget

Taken together, these pressures have led to the expansion in the scope and purpose of budget. Instead of a former situation in which budgets were mainly a process by which annual financial allocation were incrementally adjusted, legalized and made accountable to the legislatures, budgeting has become more intimately linked with other process of planning, Operating management and Performance measurements. (Pollitt and bouckaert, 2010)[48]
In every aspects of budget the concern is how the performance of government programs will be measured, 'Since the early 1990s almost all OECD member countries have been working to improve the quality of their Public

[47] Pollitt and Bouckaert, 2004:Pp.74-82.
[48] Pollitt and bouckaert, 2010:Pp. 75-115.

expenditure by implementing a focus on results to their management and budgeting system' (OECD)[49]

In the early 1980s the reform which had the objective of serving were not compatible with the reforms that encourage Performance improvements because the prevalence of cuts depends on political opportunities, some targets are political harder to implement than others example to cut pension is difficult that to cut a new weapon system. Due to these complexities therefore it was necessary to introduce frame or block budgeting which will be compatible to the performance improvement.

Frame budgeting required some redesign of a budgetary procedure that shows the clear and separate phases of budget discussion which are to determine financial aggregate frames for the most appropriate formula to be used, A detailed local discussion about what allocation should be used to specific programmes and how performance of those programmes should be measured and to make cuts strategically by choosing the best alternatives among alternatives, in this case which project to start with and which to cut.UK and USA has modernized its budgeting system than Germany and Tanzania which still use the traditional system of budgeting that emphasize on Serving without the objective of encourage performance improvement.

One way to categorize the modernization of budgeting is to break it down into a number of steps as the OECD has putted into a single index as to begin with a traditional budget line and cash based, The first step is to add on some

[49] OECD: 2009a, Pp.93.

performance information to this budget, without changing the basics, All the countries above have done that.

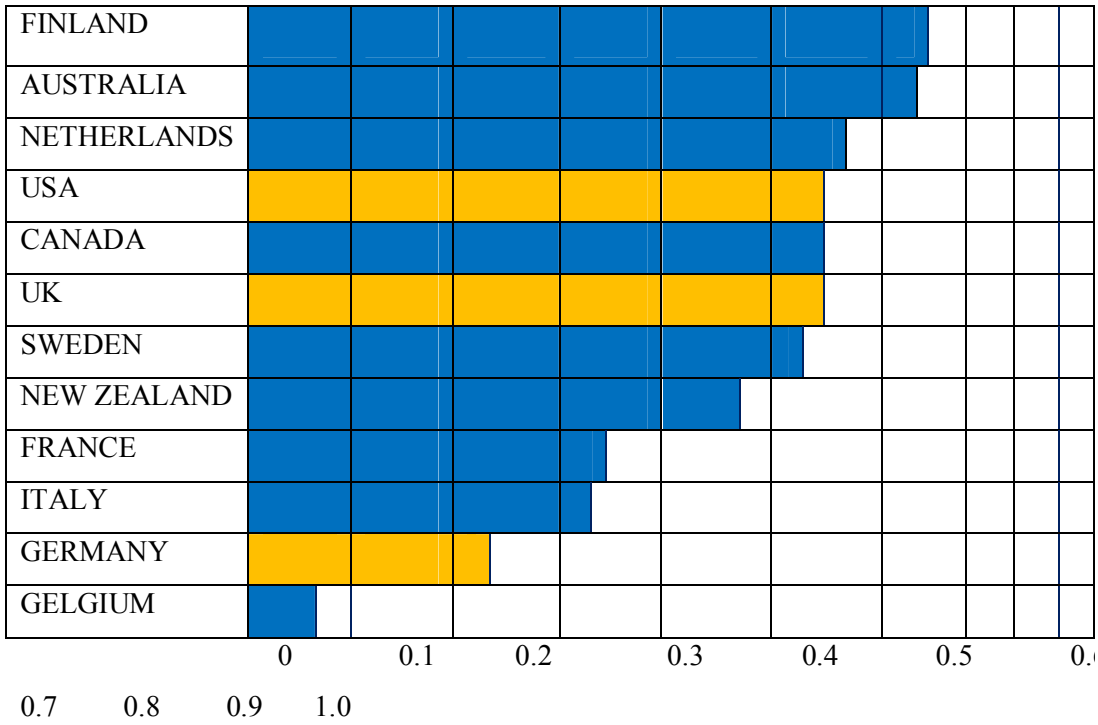
The second step is to change the format of the budget by aggregating line items into programmes or by formally attaching performance information to most or all the line items, the last steps is to alter the timing and sequence of the budget procedure so as to try to ensure that the new information in the budget gets properly considered, and a forth step is to alter a very basis of the budget by shifting from a cash base to accruals account. A number of countries have not reached that forth steps. For this case it is only UK and USA. Germany and Tanzania still use the cash base.

Despite that variations, Germany, United Kingdom and United states imposed Top down overall limits on Government spending. Though that was not easy due to the fact that during a half century many countries has experienced considerable and persistent difficulties in trying to established close links between the performance of programmes and their budget allocation (General Accounting office,1997;Pollitt,2001)[50]

The figure below shows the considerable range of extensive use of performance budgeting. From extensive use to much more Limited. Where 0 = no use of performance budgeting and 0.1 = the existence of a comprehensive performance budgeting system.

[50] General Accounting office, 1997; Pollitt, 2001:Pp.27-31.

***Figure Two*: Extent of use performance budgeting by central Governments, 2007.**



Source: Adapted from OECD, 2009a, Table 20.1, p93. (Pollitt and Bouckaert, 2010, Figure 4.2,Public Management Reform, Pg. 80)

ii Accounts

An account is one of the areas in finance that has been very important for the institutionalization of performance evaluation system in the Government. The modernization of accounting was done for the purpose of improving performance and providing a focus in performance related information. The modernization of accounting ranges from three stages which are Cash based system, Double entry bookkeeping and Accruals accounting with extended cost calculation supported by performance measurements.

In a cash based system a public sector unit is given a budget, calculated in a cash terms and continues to spend the money, keeping records of each cash payment so as to make sure neither an overspend occurs nor underspend. Germany, Tanzania and countries in the European Union still using this method. Cash based system gives little incentive for efficiency and the name of the game easily becomes that of simply spending the money allocated, within the financial year. (Pollitt and Bouckaert, 2004)[51]

The shift to double entry bookkeeping system results to an important change comparable to the cash base system whereby in this system every transactions is entered on the accounts twice, once as a credit and once as a debit, this approach is originated on the perception that the organization is a separately business in which its total assets must remain equal to its capital and liabilities. This method is important due to the fact that it raised consciousness of a wider range of management issues since it stimulates managers to make more efficient use of resources. Besides that the link to performance measure depends on the organizational level at which books are balanced ,if the entry systems are limited to a high level and accounts performed as a centralized function, then the impact on most managers may be limited. This system is used by United States of America.

Apart from that another system is accruals accounting. It is a system of accounting whereby governments organizations reports commitments when they are incurred, allow for the valuation and depreciation of all capital assets and present annual 'balance sheet type' (Likierman,1998,Khan and

[51] (Pollitt and Bouckaert, 2010:Pp.75-115.

mayers,2009) [52] . This system is very essentials on liking the resource allocation and performance as (Pollitt and Bouckaert, 2010)[53] explained that 'When coupled with a system of decentralized financial management it can form the basis for a close link between resource allocation and performance management to the level of individual agencies and programmes.'

This system is being used by United Kingdom and United States of America. Moreover without double entry bookkeeping and accrual accounting it's hard to make a link between expenditure and cost and between cost and performance besides that the application of accruals system is not equally straight forward for all types of service and circumstances and reform can create perverse incentive as well as advantageous (Pollitt, 2000)[54]

iii Auditing

Auditing is the part of accounting primarily concerns with the financial issues. It characterized with three stages which are Traditional finance and compliance unit, Traditional audit enriched with some elements of performance and evaluation and institutionalized financial compliance and performance auditing. traditionally financial and compliance system is concerned with legality and procedure correctness, The second stage thus concerns with adding investigations of some performance issues and the third stage is concerned with the development of full blown performance auditing as a distinct activity.

[52] Likierman,1998,Khan and mayers,2009:Pp.117-120.
[53] Pollitt and Bouckaert, 2010:Pp.75-115.
[54] Pollitt, 2000:Pp.18-24.

The development of performance auditing has been substantial to the Government to improve performance and to curb an desirable behavior of public servants such as corruption. Moreover this development has been much further in some countries than others, Pollitt et al.1999)[55]. On part of Germany and Tanzania the main emphasis of the Government has been on compliance and financial auditing, though some performance elements are being covered while UK and US have marked a step forward on the stage of Institutionalize financial, compliance and Performance auditing.

B. Personnel.

A personnel is the part which is primarily concerned with human resource of Organization. Apart from Finance components of reform, another important part was reform on Personnel. During the economic crises of 1980s and 2008s there was a need to improve performance of the organization Through Human Resources, due to its uniqueness nature to the organizational development Human Resource seems to be crucial part for organization development. Any organization will not develop if its personnel will not be given the special priority on the matters concerning their organization. Before reform was undertaken, the size of the Government was big, Poor motivation on part of personnel, low salary and low commitment. As we have seen that different countries started from different position, there were different measures taken to different countries though there were measures that seems to converge and others not.

[55] Pollitt et al.1999:Pp.28-30.

Reform that were taken were transitions from centralized to decentralized determination of employment conditions, a shift from statutory to contractual of managerial governance, a development from career system to post bureaucratic (positions system), a delegation of responsibilities to managers, an alignment of pay levels with private sector practices and a change to a total retirement schemes. All these measures were parallel with redundancy of employees, reduction in the security of Job and transfer of employees to the private part, though this was not done to all countries.

In Tanzania the reform was made mandatory and possible by the Public service act no.8 of (2002)[56], Major changes that were made by this act was the introduction of pay for performance system which was primarily done by the private sector, Promotion by seniority and qualification, whereby promotion which base by seniority and experienced was abolished and addition on qualification were made in order to motivate employees to improve their career.

Moreover other works were shifted from statutory to contractual or managerial governance and managers were given more responsibilities to their subordinates. Besides that there were changes on the retirement schemes, before the enactment of this act retirement schemes were centralized but after the act there were several retirement schemes established made it possible for decentralizations of the schemes. Security of tenure was not reduced but many restrictions were imposed on the part of employees in Tanzania.

[56] Public service act no.8 of (2002)

On Top of that Germany is one of the countries which doesn't reduce the security of tenure to its employees likewise United Kingdom and United States did. There were some measures which were taken under law amending working provisions for civil servants of 1989 and Public service reform act of 1996, amendments to the law relating to federal civil servants. As we have seen early that Germany was a Country that adopts its own case for those reform models, The Neo weberian Model, which primarily modernized the previous traditional model of Weberian model, On the part of personnel reform Germany also modernized its personnel structure, example security of tenure was not reduced but professional consultants were used and bureaucratic rigidity were reduced.

Apart from that United in states civil service amendments were made possible by civil service reform act of 1978, federal personnel manual abandoned of 1994 and Federal workforce restructuring act of 1994. Most of these measures were characterized by the same broad orientation (Balk1996: Farnham et al, 1996)[57] except that the security of tenure was reduced.

On top of that there were no more changes that were made to United kingdom that differ with the United states, Under civil service act of 1992,civil service management code, The civil service continuity and change of 1994 and the civil service taking forward continuity and change of 1995 made it possible for reform to take place in UK. The main intention if these reforms were to make civil servants more sharply focused on specific and usually short term

[57] Balk1996: Farnham et al, 1996:Pp.29-32.

objectives reinforced by linking pay as well as promotion to track records in achievements results.

C. Organizational

The restructuring of organizations is a ubiquitous feature of public sector management reforms (OECD 1994, 1995) [58] During 1980s many countries downsize the structure of the Government in order to make it small but more efficient. Different ministries were integrated and others were abolished. In United Kingdom this happened during the Thatcher domain (1979-1989), In Germany during the Germany Unification of 1990, whereby some Organizations operated in the east were privatized and other integrated, as a result of shifting the capital city from Born to Berlin.

In Tanzania the steps were taken during the early phases of NPM, nowadays the size of the Government has been increased daily and thus became difficult to run the Government. In the United States this were more serious during the Clinton era as we have seen there were large cut back of the size of Government and employee redundancy as the results of this cutback. These reform measures were taken parallel to the strategies of specialization, Coordination, centralization/decentralization and Scale.

Pollitt and Boeckaert (2010)[59]. Choose fourfold dimensions of organizational reform which are specialization (Should the organizations be single purpose or multi-purpose?), Coordination (by what means should coordination across

[58] OECD 1994, 1995:Pp.82.
[59] Pollitt and Boeckaert, 2010:Pp.75-115.

different functions, levels, and sectors be achieved?) And scale (what is the optimal size for Organization.

United Kingdom reforms has been headed for more specialized organizations, coordination by means of market mechanism, contractual and quasi contractual relationship instead of hierarchy of authority, decentralization of authority from the center towards the periphery and decreasing the size of Public administrations by breaking up and downsizing large bureaucratic organizations. (Boston et al 1996) [60] .Trends towards specialization and fragmentation has been much less in Germany, The United states of America already possessed a fairly fragmented and specialized administrative system.

In Tanzania specialization were done mainly to the agencies. Specialization has been one of the noticeable features of the history of administrative thought, during the 1980 the international focus was headed for specialization especially to those countries which adopted NPM and influenced by macroeconomic reasoning. Germany is largely an exceptional to that trend due to the fact that its decentralized functions have not been specialist agencies.

Besides that there has been large scale of privatization taken place as a result of reducing the size of Government. This happened in all countries except in Germany Privatization was so selective. In Tanzania Privatization took a large scale since 1990s as it was in United Kingdom and United states in 1980s and it is still continued.

[60] Boston et al, 1996:Pp.117-120.

By allowing privatization to take place the means of Coordination is mainly done by means of market mechanism whereby activities of producers, buyers and consumers are coordinated without any central authority ordering it, though coordination can be achieved by hierarchy, network or market (Kaufman et al, 1986)[61] .Apart from that decentralization/Centralization strategy took place in different faces depends on the countries constitutional amendments and structure. In Tanzania decentralization of authority took place in the early phases of economic crises of 1980s whereby there were decentralization of authority to the local government, In order to empower local authorities and facilitate government functions to the local area.

In Germany decentralization took place in the local authority but in the federal government decentralization is still in a small scale. United Kingdom as part of unitary government system highly centralized. And in United States of America system of the Government is highly decentralized and complex. Pollitt and Bouckaert deconstructing the concept of decentralization as the process that contains three strategic choice which are political decentralization whereby the decentralized authority is transferred to elected political representative representative(when central government decentralized power to local Government) and administrative decentralization, where authority is passed to an appointed body.

The second choice is when authority is transferred to another body that is selected by a competitive means (example through competitive tendering for a local authority refuse collection service).The competitive

[61] Kaufman et al, 1986:Pp.78-82.

approach was prominent in UK than Germany, USA and Tanzania. And transferring authority by noncompetitive means (where district healthy authority transferring some of its authority to an NHS trust).All in all decentralization occurs in all countries depending on the prevailing circumstances and need for the government to improve performance and services to the citizens.Decentralization of authority helps the citizens to acquire good services and to get services near their domain. As it is well known it's very difficult to measure the impact of reform in every aspects but decentralization helps to facilitate the provision of service closer to the citizens and make it competitive so as to improve efficiency and let it be effective.

D. Process of Implementation

It is usually difficult to show how reforms are being put into practice than about what the reforms are (Pollitt and Bouckaert,2010)[62] .Governments are often intense to proclaim what they are going to do than proclaiming how things are going. The 'How'. The process of implementation of performance is mainly done in three steps which are, Top down/Bottom up, Legal dimension and Task allocation (new Organization).

[62] Pollitt and Bouckaert, 2010:Pp.75-115.

As I have mentioned earlier that it is difficult to show how reforms are being put into practice, what can be discussed is just the broad direction of implementation, the characteristics of Reform models in comparative Perspectives. Pollitt and Bouckaert (2004) [63] reviewed three aspects of implementation process which are, The extent to which reform has been a top down or bottom up exercise, The extent to which new organization and structures have been created specifically to advance reform and the intensity of reforms. There is no distinction between bottom up and Top up approach of reforms but it depends with the flow of the authority Top up guided bottom up.

All these three aspects are inseparable to each other. If we revise back we can see how this approach was used in the implementation process. Those countries which have employed more top down strategies also tended to have created more institutions and have pressed the reform in the more extreme stride. Examples of it are Anglophone countries, pioneers of NPM model. United Kingdom preferred this approach as we have seen during the Thatcher Era; there were a lot of reforms that being guided top down for implementation, the implementation of reducing the size of the government was from Top down, Privatization, redundancy for civil servants and Contracting out, all these reforms shows the extent to which top down has been exercise.

Besides that the Federal Germany Government was more conservative since there was no broad programme of management reform but there was substantial number of activity in a number of municipalities. During

[63] Pollitt and Bouckaert 2004:Pp.78-81.

the reunification with the East Germany, Germany government decided to modernize its administrative system by undertaking Neo Weberian model, the modernization process took place in the local and provincial level, and here we can see that the extent to which reforms is exercise at bottom up rather than top down. Apart from that the reform exercise in Tanzania was mainly done from top down; many reforms were firstly done at the ministerial level as the pilot study and flow down to the local level.

Moreover not all reforms were exercise from top down. Civil service reform which brought about promotion by qualification and experience, pay for performance, and enhancement of pension schemes all has been practiced by top down process. Generally it is difficult to conclude that a certain country practice mostly which process, because they are inseparable it is only the means of which practice come first, All the countries I compare with has used this approach in the process of implementation of reforms.

The chapter examined three big models of Public management reform; this doesn't mean that there were only three reform models that exist in the field of public administration i.e. there were no shortage of models, From Governments there was various national formulations example are the 'New Zealand model' (Boston et al, 1996)[64], the Canadian model 'La Releve' (Bourgon, 1998)[65], the Belgian 'Copernicus model' (Honderghem and Depre 2005)[66] and the Germany 'slim state model'. The reason as to why I choose those models is due to the fact that they were almost appeared globally. From

[64] Boston et al, 1996:Pp.117-120.
[65] Canadian model 'La Releve' (Bourgon, 1998: Pp.97-102.
[66] Honderghem and Depre 2005:Pp.481.

the traditional model view we have seen that it rose in the period of industrial revolution with centralized bureaucracy, Hierarchical of office, adherence to rules, Laws and procedure, Promotion by merit, Full time career officials and specialization.

Thus for the period of advanced science and technology and information it was not possible to continue using the same model, there was a need to be flexible, fast moving, Performance oriented and decentralized thus the NPM seems to fit this era. From 1990 there was No Dominant model, just several key concepts, including Governance, Networks, Partnerships, Joining up, Transparency and trust. From all these models it is difficult to conclude that there was a certain country that fit to a certain model or adopt a certain model fully. For the Part of NWS model is just a modernized traditional model, where by there were no replacement of the features of Weberian model rather than addition.

Chapter Three: Research Methods

Kothari (2008) [67] defines research methodology as "a way to systematically solve research problems". It includes methods and techniques used by the researcher to obtain findings that can be used to answer research questions and solve research problems; as opposed to research methods that include all methods or techniques that will be used for conduction of research (ibid). Thus, research methodology includes methods and the logic behind the methods used in the research and the reasons why a particular method will be chosen among others.

This chapter discusses the approach, which will be adopted to undertake the study by the researcher. It includes the research design, study area, sample size, data collection methods, data collection instruments, and data analysis techniques.

In order to accomplish this thesis the researcher will use different methods which she thought will be appropriate and useful in one way or another to let her finish her work.

In this case comparative study will be used as a research design.

Lijphat (1971)[68] sited the comparative method as a basic method in its own right along the experimental, statistical and case study method. Moreover there are advantages and Disadvantages to selecting countries as (comparators) (the units being compared)

One disadvantage is that within countries differences will be hidden, if the internal diversity may be greater than the diversity observed when

[67] Kothari 2008:Pp.489.
[68] Lijphat, 1971:Pp.152-970.

comparing one country and another. For further understanding of the methods let's look at the table below adopted from Peter L from International and comparative librarianship.

***Table 8*. Qualitative Comparative Methodology**

COMPARATIVE RESEARCH DESIGN	SINGLE COUNTRY WITH FEW COUNTRY COMPARISOM
COMPARATIVE STRATEGY	CASE ORIENTED
GENERAL METHODOLOGY	QUALITATIVE

Source: Kithinji and Henry L. Mambo, 2001 (Public service reform comes of Age in Africa).

Landman (2008)[69] states that a single country study is considered comparative if it uses concepts that are applicable to other countries and or seek to make larger inferences that stretch beyond the original country used in the study.

The researcher decided to use Secondary data collected through reviewing different books, past studies, journals and through internet.

I have chosen my country Tanzania as a case study and compare with UK, USA and Germany, due to the fact that, UK and US has a great influence on the development of Reform models such as NPM which was once developed in the Anglophone countries and these countries are among them. Not only that but also Germany has a special case in this study which stimulates me to choose in my study, first it was our colonial master country and second on this

[69] Landman ,2008:Pp 32-38.

trends of reforms Germany opt his own case, The Neo Weberian Model, though it also adopted some feature of NPM but it was so selective on the part of federal government. Moreover Germany had a huge challenge in integrations with the former Germany Democratic Republican in 1990 (The Germany unification).

3.1 Historical Review of the Institutionalization of Government Performance Evaluation System in Tanzania 1961-2013.

The purpose of the study was to assess, the strategies for institutionalization of reform in the performance of Government in Tanzania. The study will discuss the institutionalization of reforms to Tanzania and then analyse process and implementation of reforms Presentation of findings is in line with the research questions that guided the study.

The process of institutionalization of Government performance evaluation system can be distinguished for four epochs since independence in 1962.*1st the post-independence phase* of 1962-1972, *2nd the crises phases of* 1973-1985, *3rd the structural adjustment phase* of 1985-1995, *4th comprehensive reforms program* of 1996 to date, (Please refer to the first Research question) that introduce NPM pandemic of public management reform which gave swept across much of the OECD world .(Mutahaba G. et al, (1993)[70]

[70] Mutahaba G. et al,1993:Pp.72-80.

Government of Tanzania has been implementing a twelve year public service reform programmes since 2000 the program aim to improve public service delivery and reduce cost of running the government. Through this program the government is committed to improve quality, efficient and effectiveness in the delivery of public service on the continuous and sustainable basis. The programme seeks to provide the public service with capacity, system and culture for client orientation and continuous improvement of service (URT, 1999)[71].

Table 9. Epochs of Evolution of Government Reform in Tanzania

EPOCH	REFORM	PURPOSE OF REFORM
WEBERIAN MODEL 1962-1972	• Nationalization of economic and social development	▪ Transform Tanzania to a socialist state
	• setting up structures at regional, district, division, and ward levels	▪ To build a fully "developmental" state
	• Arusha declaration	▪ To place the ownership of the major means of production under the control of the people and to build an egalitarian and self-reliant society ▪ To create new state institutions, including the establishment of state enterprises
WEBERIAN MODEL 1973-1985	▪ Abolishing of local governments in 1972. And establishments Central government	▪ To put much emphasis on the "ujamaa" revolution and improving public service delivery

[71] URT, (1999)

	ministries and state corporations, supported by regional development.	
	• National Economic Stabilization Programme in 1980 and the Stabilization and Adjustment Programme in 1982	▪ Downgraded the crop authorities to marketing boards and reinstated cooperatives in 1982 in an attempt to diffuse the monopolistic power of the crop authorities
	• Trade liberalization in 1984	▪ Measure to relieve the crisis in the shortages of consumer and capital goods.
WB and NPM **(1985-1998)**	• 1986 Economic Recovery Program (ERP)	▪ To revive output, lower the trade and budget deficits, and reduce inflation.
	• Structural adjustment program	▪ To reduce the role of the public sector in the economy
	• Economic liberalization, Privatization of public enterprises	▪ Preserving and increasing Foreign Exchange Reserves
	• 1990s Civil Service Reform Program (CSRP)	▪ Concerned with cost containment; ▪ Contracting and streamlining Government structures; ▪ Reduction in the number of employees and wage bill controls ▪ Installation of an Integrated Human Resources and Payroll Management System (IHRPMS) ▪ Improvement of pay structure and enhanced salary levels; ▪ Restructuring and decentralization for improved service delivery ▪ Improvement of policy and legislative reforms to sustain reforms
WB, NPM,NPG	• Public Service reform program (PSRP) Phase one of 2000-2007	▪ Instituting Performance Management Systems by: (i) providing quality public service to the public and (ii) improve performance of public service institutions;

WB, NPM,NPG,NWS **2000 to date**	• PSRP second phase of 2007-2012	▪ Enhanced performance and Accountability by Improving accountability and responsiveness and ensure effective and efficient use of public resources.
	• PSRP Third phase of 2008-2017	▪ Quality Improvement Cycle by providing standards Providing comparisons and benchmarking within the public service institutions in Tanzania as well as other public service institutions across the world for continuous improvement.

3.1.2 First Stage (The Post-Independence Phase of 1962-1972)

During the first phase there was a need to create new institutions and organizations to handle new responsibilities occasioned by the countries new statehood. Prior to independence, the Colonial Government was organized primarily to maintain law and order, and facilitate extraction of resources hence independent government had to lead development in the economic and social spheres to respond to the expectations of the country's overall population. Examples by setting up structures at regional, district, division, and ward levels. (The United Republic of Tanzania (1998) Ministry of Regional Administration and Local Government)

The goal was to build a fully "developmental" state. The declaration of a shift to socialist ("ujamaa") as the national ideology rendered drive and urgency to rapidly create new state institutions, including the establishment of state enterprises. A few years after independence, in 1967, Tanzanian

Government adopted a legacy of the Arusha Declaration to transform Tanzania to a socialist state and place the ownership of the major means of production under the control of the people and to build a democratic and self-reliant society moreover to create new state institutions, including the establishment of state enterprises.

The program involved inter alia, the nationalization of all modern economic and social development and production entities (from commercial enterprises to church sponsored schools and health facilities); the collectivization of peasants and small holder farming through establishment of collective (ujamaa) villages despite the fact that, the subsequent structural reforms and comprehensive public sector reform programs' phases address the negative legacies of the "ujamaa" program. (The United Republic of Tanzania (1998) President's Office – Civil Service Department)[72]

Moreover there was efforts involved building from scratch a cadre of public service personnel to new and expanded functions in terms of numbers and quality of skilled personnel i.e. teachers, doctors, engineers, veterinarians, agronomists, accountants as well as administrators because after independence the number of African civil servants were very few as shown in the table below.

Table 10: Categories of Civil Servants by Rank in 1961

Level of Expertise	***Establishment***	***Africans***	***Foreigners***	***Vacant posts***

[72] The United Republic of Tanzania (1998) President's Office – Civil Service Department)

Group A: Senior positions	3,236	503 *(16%)*	2,298 *(71)*	435 *(13%)*
Group B: Middle Level Positions	6,480	4,467 *(69%)*	1,311 *(20%)*	702 *(11%)*
Group C: Low level positions	23,788	12,595 *(53%)*	8,315 *(35%)*	2,878 *(12%)*
Total	**33,504**	**17,565 *(40%)***	**11,924 *(36%)***	**4,015 *(12%)***

Source: PO-PSM (2011) Report of fifty years of Tanganyika Independence (1961-2011)

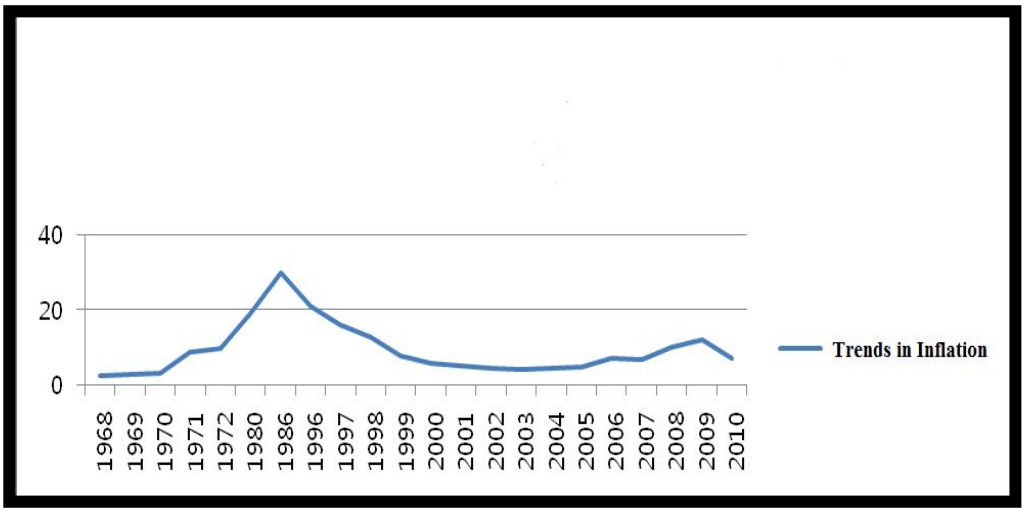
As per table No.10, the civil servants of Tanganyikan origin were very few compared to foreigners and most held low-level positions. Opportunities in the civil service were not fully utilized due to the extreme shortages of qualified personnel in terms of education, expertise and experience. For instance, in 1961 Tanganyika had only 21 university graduates from various disciplines, out of whom 11 were Tanganyikans including one female. Most of them had graduated from Makerere University College, Uganda. Training institutions, including a University of Dare es salaam, had to be created in the 1960's and 1970's to meet the ever more gaping human resource capacity gaps.

Investment Trends

An investment trend is another important indicator in economic development. After independence, there was limited investment to bring about desired economic growth. The development plans laid down strategies for increasing investments in all key areas, particularly industries, infrastructure,

agriculture and other sectors. After the construction of the *TAZARA* railway and the establishment of corporations and industries, investments increased. During the economic crisis, especially in the 1980s investment dropped significantly. As shown in the chart below.

***Figure 3*. Investment Trends.**



Source: Bank of Tanzania

Government efforts in stimulating economic growth have brought about major changes in investments. Thus during this epoch reforms were necessary in order to enhance people's trust in their government necessary for

preservation of fundamental principles of the nation, including peace, harmony and security.

3.1.2 Second Stage (The Crises Phase Of 1973-1985)

The second stage was characterized by a series of events; the first was the abolishing of local governments in 1972. The aim was to put much emphasis on the "ujamaa" revolution and improving public service delivery. Central government ministries and state corporations, supported by regional development establishments took over from the local governments the delivery of all public services.

Furthermore, the government undertook Civil Service Reforms following the recommendations of the Mbembela Commission (1973-1974)[73]. This included; laying off 20% of the civil service workforce, especially from the operational service cadres; transferring some of the non-core functions from the civil service to Parastatal and Executive Agencies; merging ministries; strengthening human resources planning; and abolishing some civil service offices. The Government also improved the remuneration of its employees, a move which aimed at minimizing salary differences between bottom and top ranks of staff. The Government also devised and affected an incentive package for employees including transport, housing and contributory medical care so as to improve performance and efficiency in the Public sector.

[73] Mbembela Commission (1973-1974)

Apart from that National stabilization Programme was established in 1980 and the stabilization and Adjustment Programme in 1982 in order to downgrade the crop authorities to marketing boards and reinstated cooperatives in 1982 in an attempt to diffuse the monopolist power of the crop authorities. Nevertheless, in the following period, public services declined, and in 1984 Trade Liberalization was launched for the purpose of revive the crisis in the shortages of consumer and capital goods.

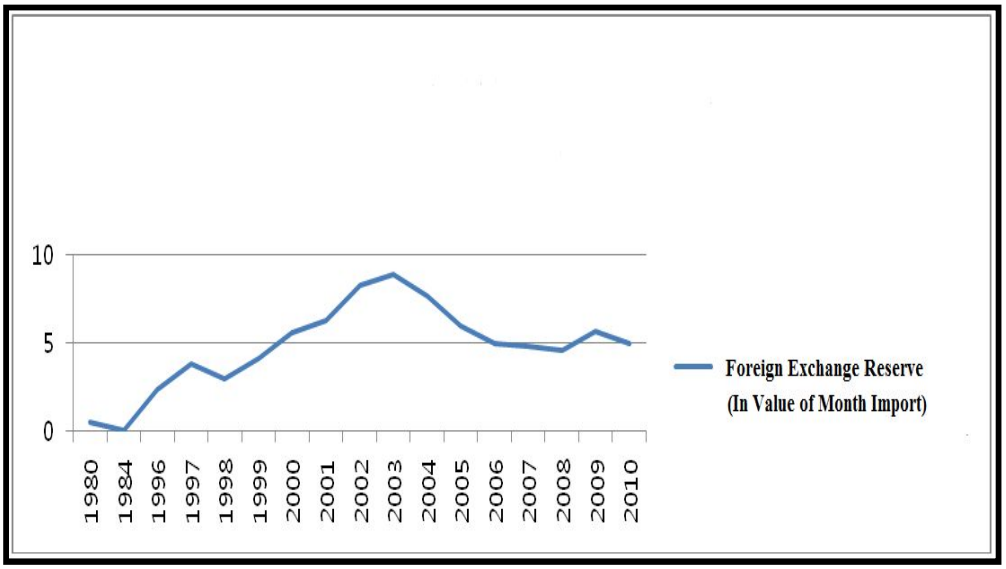
3.1.3 Third Stage (The Structural Adjustment Phase of 1985-1995)

In 1986 Tanzania embarked on a structural adjustment program. The primary goals of the program were: *to reduce the role of the public sector in the economy*; and *to reverse the economic decline in the previous decade*. In the 1980s most countries, particularly the developing countries, including Tanzania, experienced serious economic crises, which resulted in very low productivity in all sectors of the economy. Tanzania's economy was in bad shape and the living standards of Tanzanians deteriorated to unprecedented levels. It is during this period that most countries, including Tanzania, liberalized their economies on the basis of market economic principles, embraced globalization and adopted political pluralism. In this period the world witnessed the fall of communism in Eastern Europe and disintegration of the Soviet Union as well as the end of single party systems in most countries.

Tanzanians equally demanded economic and political changes, and they started to question the rationale of a single party system in the era of globalization and free market economy. Taking into account the demand for economic and political transformations as well as drawing lessons from other countries, the Tanzania government decided to liberalize both its economy and political system. The reforms were necessary in order to enhance people's trust in their government necessary for preservation of fundamental principles of the nation, including peace, harmony and security.

However, during the serious economic crisis the 1980s the foreign exchange balance dropped and the government had to take measures to restore the reserves. The measures include putting in place policies and strategies which expanded export base for both traditional and nontraditional products such as coffee, sisal, cotton, honey, flowers, birds, minerals and industrial goods. In addition, these policies and strategies have assisted the Bank of Tanzania to invest the reserve in the International Financial Market and increased the reserve through the interest obtained from the investment.

***Figure 4*: Foreign Exchange Reserve in Tanzania 1980-2010 (In value of Month Import)**



Source: Bank of Tanzania

Consequently measures were taken in the 1990s under the Civil Service Reform Program (CSRP) to address cost containment and the restructuring of Government, CSRP, implemented between 1993 and 1998, was largely concerned with cost containment; contracting and streamlining Government structures; reduction in the number of employees and wage bill controls; installation of an Integrated Human Resources and Payroll Management System (IHRPMS), improvement of pay structure and enhanced salary levels; restructuring and decentralization for improved service delivery; capacity building; and improvement of policy and legislative reforms to sustain reforms. Apart from that another measure was taken in order to institutionalize the performance management system.

The installation of the PMS in Tanzania public service institutions was in consonant with the Public Service Management and Employment

Policy of 1999 (PSMEP) and the Public Service Act, No. 8 of 2002 (PSA). The two instruments facilitated the institutionalization of performance management system in the public service. The policy stipulated clearly the need for a performance and results oriented management philosophy in the public service. The Act provides an enabling legal framework for managing performance in the public service. These instruments were important in order to give PM initiative in the public service a legal status. The policy and legislation were important instruments to facilitate a gradual creation of performance-accountability culture in the public service.

4.1.2 Forth Stage (Comprehensive Reforms Program 2000 to Date)

This stage comprises of vigorous and consistent pursuit of comprehensive economic, public finance and public service reforms over the past decade. Government embark on **performance related reforms**, in the form of the Public Service Reform Program (PSRP) which was implemented as overlapping faces but mutually supporting faces aims at improvement of public service delivery through improved performance management of public services. The (United Republic of Tanzania (2000) President's Office – Civil Service Department: Public Service Reform Program (2000 – 2011)[74]

The first phase spanning the year 2000 to June 2007 adapted the theme of "*Instituting Performance Management Systems*". The second phase whose implementation commenced in 2008 to June 2012, and it flies under

[74] United Republic of Tanzania (2000) President's Office – Civil Service Department: Public Service Reform Program (2000 – 2011

the banner of "*Enhanced performance and Accountability".* The third phase from July 2012 to June 2017*;* its thrust set to be *"Quality Improvement Cycle".*

The overall objectives of these interventions are to: (i) provide quality public service to the public; (ii) improve performance of public service institutions; (iii) improve accountability and responsiveness; (iv) ensure effective and efficient use of public resources; and, (v) provide standards for providing comparisons and benchmarking within the public service institutions in Tanzania as well as other public service institutions across the world for continuous improvement.

4.2 Discussion on the evolution of Government Performance Evaluation System in Tanzania

In this part the researcher discussed the impact of public Management reform models in Tanzania which is in line with the second research question. In the beginning of the 1990s no strong bureaucratic restraints existed in the socialist state or communism to threaten administrative reforms, as in countries with long civil service traditions and well-established administrative cultures. Being too young for traditions, too inexperienced to worry about the risks and uncertainties and too desperate for success led the Communist and socialist governments to a reconstruction of a new social order from a strange mixture of components of various origins (Sztompka, 1996)[75].

The early years of transition happen together with a period in which neo-liberal concepts of Public Administration were leading in thinking about

[75] Sztompka, 1996:Pp.64-70.

the state in the European countries and USA. Moreover neo-liberal views and the NPM fashion were most important in those international organizations (e.g. the World Bank and the IMF) and countries from which initially inspiration was drawn, especially the USA and the UK (Verheijen, 2003)[76].

As we have seen with comparative perspectives of public management reforms in Germany, UK, and USA it has been difficult to use the same research framework for the mentioned countries above. The main problems are based on the significant differences between countries that have totally changed their political systems on one hand, and other states that have carried out public administration (PA) reforms within the same political system.

There were limited achievements for those states that adopted Public Administration reform than those states that make changes in their Public Administration reforms .Tanzania as one of the countries which adopted New Public management model during 1996s fall in that category of those states which adopted new reforms by that time and created generally accepted constitutions and built the political institutions from that of socialist state to the one of Capitalist.

From the beginning of the 1990s, the question for Tanzania has not so much been about reforming, restructuring or downsizing public institutions, but rather that of building the public sector in the first place. Consequently,

[76] Verheijen, 2003:Pp.76-80.

there has been no real Public Administration reform, just a transition without a complete strategy or detailed plan of action (Agh, 2003)[77]

Secondly, Public Administration reform has clearly been a secondary topic for politicians in Tanzania. The political will for structural administrative reforms has been incomplete. For example during the introduction of Multiparty system in Tanzania there was no mutual agreement in the introduction Of multipart system, because it was one of the conditions from IMF and The World Bank the Government of Tanzania has no choice than agree on donor's conditions. This affects Public Administration reform policies in particular, Political consensus and stability in reform policies has been missing Thus, and the development of Public Administration has been neither rational nor reliable as frequent changes of government have often brought new views.

On top of that, the problem in Tanzania is that quite often the concepts and the underlying ideologies of Public Administration reforms have not been fully understood (Drechsler, 2004)[78]. This can be also present in some highly developed countries but not to the same extent as in Tanzania where Privatization of public institutions were done without deliberately manner, Pollitt and Bouckaert name it Omega of a minimal state, the state where everything that could be possibly be privatized is privatized, leaving only a 'night watchman' Administrative apparatus performing core function that the private sector is quite un able or unwilling to perform. Those

[77] Agh, 2003:Pp.82-90.
[78] Drechsler, 2004:Pp.15-25.

Enterprises which was shown improvement was privatized and those not were left to the government. This has led to .the failure to understand the logical basis of reforms and to make them compatible with what else is being tried in a government. (Peters, 2001).[79]

Apart from that due to transition, there has been significant pressure to adopt popular policies and approaches in Tanzania without having enough time to analyze and adopt these ideas in depth. Politicians and managers were having little experience thus failed into the trap of stylish approaches while overrating the positive outcomes of the new ideas and underestimating the negative drawbacks of such one model. Thus, in Tanzania, the dominant focus of the international reform movement became more important than a realistic assessment of the local needs (Verheijen, (2003).[80]

Rose (1993)[81] argues that the success of policy transfer depends on the substitutability of institutions and equivalence of resources of the recipient country. Enactment of NPM, NPG, And NWM come to the point where Tanzania was not ready in terms of Government structure and functions. NPM come when we even didn't have the capability to compete worldwide, Privatization of government asset without having a proper policy lead the government to lose its revenue as was not been expected before. All privatizations contract were done secrecy hence stimulated the desire for political leader to be corrupted.

[79] Peters, 2001:Pp.56-60.
[80] Verheijen, 2003:Pp.28-35.
[81] Rose 1993:Pp.43-50.

Not only that but also in Tanzania we do not have strong social networks or business groups, to work with the Government, thus networking government is still a new concept in Tanzania, Networking is only done by international organization. It is thus debatable whether the richest nations of the world with long traditions of democratic governance provide the most readily applicable lessons for post-communist countries and socialist. In addition, foreign models can be rather randomly transferred by mixing little and portions from various traditions which do not necessarily fit together but which have happened in the transformation of Public Administration tools to Tanzania.

Policy transfer in the field of Public Administration development in Tanzania has thus had two fold concerns. Firstly, NPM has influenced the adoption of similar ideas in a number of European countries to Tanzania which is not compatible to the real situation prevailing in the public Administration. And secondly, as there has been a shortage of competent local policy makers, it has been difficult for Tanzania to judge foreign experience and compare various models to the real situations prevailing in the country. In such cases of uninformed transfer (Dolowitz and Marsh, (2000)[82], the borrowing country has insufficient information about the transferred policy and its actual functioning in the donor country. There are indeed unfortunate cases where Tanzania has simply imported policies and programs that have

[82] Dolowitz and Marsh, 2000:Pp.63-72.

also been seen highly problematic in their home countries (Randma-Liiv, (2005)[83].Example that of Privatization policy.

Not Only that but also another challenges in Tanzania has been sat by the desire to go straight into having modern management systems without formerly establishing a concrete base for democratic development of the traditional hierarchically, structured public administration and respective accountability systems. Without having basic public administration frameworks in place, there will be another pressure to reform another management practices.

The Neo Weberian State principles bring representative democracy back by arguing for the supplementation (not replacement) of the role of representative democracy by a range of devices for consultation (Pollitt and Bouckaert, 2004)[84]. This is particularly important for new democracies in strengthening the validity of the state and giving assurance to politicians, public servants as well as to weaker civil society groups and strong business actors dominating the civil society. The focus on representative democracy of Neo Weberian State is also a basis for controlling and maintaining the stability and competence of public bureaucracy.

It is clear from the case of Tanzania that NPM, NPG, and NWS provides a wrong remedy for the Tanzanians problems. For the meantime, many of the above-made points refer to the necessity to establish Weberian principles before introducing modern management mechanisms. Thus a

[83] Randma-Liiv, 2005:Pp.84-93.
[84] Pollitt and Bouckaert, 2004:Pp.118-122.

traditional Weberian administration would fit to Tanzania even better than the NPM, NPG and NWS.

The key for further development to first ensure the presence of the Weberian elements of the NWS and then start gradually building the Neo elements by introducing individual modern management tools. Therefore, the above-mentioned problems make it possible to argue that transition is still an appropriate term to characterize the evolution of Government performance evaluation system in Tanzania to the field of public administration.

Conclusively I may say that the wave of reform models took different form from one country to another depending to the capacity of the country to interpret and implement them, it neither is also difficult to measure the outcome of reform because there is neither research nor studies which shows the impact of reform models to each countries.

Chapter Four: Conclusion

4.0 Summary of the Research Results

During 1960s and before countries made their reform according to their culture, history and prevailing situations evolved to that country by that time. Due to industrial revolution in the in the developed world leaders were looking for good reform model which could be suitable for governing the industrial sector which seemed as an engine to economic development. Max Weber introduced the Weberian model which by that time seemed as the best technique in running government activities and Increase government performance, Techniques like Hierarch of authority, Employment by merits, The belief that the state to be as the main actor to provide goods and service, Division of labor and specialization and the use of rules and regulation were mostly used in that period. As that factor, Traditional model or weberian model seemed to suit the general area of Public administration by that time.

Due to the advancement in information traditional model seemed not to suit the circumstances in the field of Public administration due to the fact that bureaucratic procedure in the hierarch system seemed to be less important because the rise of information technology made it possible for other function of the government to be operated through internet, This also became the ground for the growth of globalization where by central planning became difficult as a result market determine the policy for economic and social development. Moreover During 1980s many countries in the world

experienced changes in the field of Public administration, Economic crises, Growth of welfare states, Rise in Government expenditure and advancement in information technology was the main factor that contributed to the formation of various policies.

Public administration seems to be very important area which could be renewed and framed so as to curb the problems mentioned above. During that time Government seemed to be overwhelmed in providing Good and service as the result of increase in the government expenditure in financing welfare states and economic crises. The NPM model seems as the main reform model to answer the problem which the traditional model could not provide.

Therefore the NPM model implied techniques of businesslike mechanism in order to increase performance in the Public sector. Besides that the Anglophone countries (example UK and USA) seem to be headed on Public management reforms as we have seen that the reform movement on their countries started during 1960s to 1970s.The study shows that NPM model was more practiced in the Anglophone countries, Things like Privatization, contracting out, Trade liberalization, Downsizing and decentralization, occurred as part of NPM Reform model.

Advancement in Information technology made it possible for the Government to operate without bureaucratic procedure. The process was not clear to every country; they are some countries which took less Privatization, Downsizing and decentralization instead they modernized its traditional model like Germany. The modernization of Public administration in Germany

has to be understood in terms of Bottom up revolution because There were few reform initiatives at the federal level, at least some Germany Lander show up as modernization pioneer, but the truly new entrepreneurs in the field of modernizations are the local governments (Klages and Loffler,(1996)[85]

Moreover during that time there were no other reform model introduced apart from NPM model apart from call names like Networked Government, Governance, New Public Governance and Neo weberian Model, We have seen that changes were mainly done on the part of Organization, Personnel and Finance. Among this three countries, Germany Modernize its Traditional model From Political cadre to professional, from central planning to systematic and from unity of power to horizontal and vertical separation of power. Pollitt and Bouckaert named it Neo Weberian Model Culture.

In Tanzania Government performance evaluation system can be distinguished for four epochs since independence in 1962.*1st the post-independence phase* of 1962-1972, *2nd the crises phases of* 1973-1985, *3rd the structural adjustment phase* of 1985-1995, *4th comprehensive reforms program* of 1996 to date, that introduce NPM pandemic of public management reform which gave swept across much of the OECD world.(Mutahaba G. et al, (1993)[86]

Besides that things were not the same comparable to Germany, USA and UK because during 1960s, Tanzania was still under colonial domain and during independence in 1961s the government inherited Colonial

[85] (Klages and Loffler, 1996:Pp.48-51.
[86] Mutahaba G. et al, 1993:Pp.29-35.

administrative structure whereby traditional model was mostly used. Moreover during 1980s NPM Reform Model was introduced but much insisted during 1990s due to condition imposed by World Bank and international Organization.

Although it is difficult to measure the performance outcome of each reform models (The NPM model, NPG and NWS) worldwide but there are some indicators that the researcher identified that the reform models had less impact in the improvement of performance and government accountability since the gape for this reform models has contributed to corruption for some government officials. Things like, lack of clear implementation strategies, lack of awareness and training for importing reform models for purposeful use in accordance to the countries circumstances were obstacle for the reform models not to have big impact on government performance.

Apart from that Due to historical and cultural differences it is very difficult for a certain reform model to be compatible for every country hence the tendency of International organization to enforce a certain reform to a certain countries will not bring about positive result as it may be expected rather it will end up with less results. Mostly the development of reform models was due to the economic imbalances, hence its strategies and objective will be at high pressure in the short run and low in the Long run whereby at lastly may lead to inefficient or ineffective and cause to struggle for another reform model.

As Richard Kearney and Evan (1999) [87] says, the 'ability of government to govern and make decisions depends on better planning, policy making, and ability to attract resources and program management'. Therefore if there is poor management in planning and policy making, the vast of reform will have no help to our country instead there will be too many reforms with poor implementation.

The strategies that Germany used in dealing with the new reform models was much usefully to their country despite of the fact that it seems to be convergence of reform in many countries in the late 1970 and early 1980 Germany was still modernized its administrative system below the local level, Pollitt and Bouckaert(2004)[88], named it modernizer group.

Comparable to the UK and Germany we can say that there was no convergence of the reforms between this two countries, the reasons may be due to the history and culture of this countries also differ that makes divergence of the reforms to appear much contradictory.

USA is probably one of the countries which have been home to the strongest antigovernment rhetoric and the lowest public trust of government. (Pollitt and Bouckaert, 2010)[89]

USA and UK can be grouped together because there are among the Anglophone countries which stipulated the spread of the NPM model with the influence of IMF, World Bank and OECD. It is though difficult to conclude that whether all this three countries were following one, basically similar

[87] Richard Kearney and Evan, 1999:Pp.58-62.
[88] Pollitt and Bouckaert2004:Pp.5-11.
[89] Pollitt and Bouckaert, 2010:Pp.11-18.

route, or whether at the other extreme, there was no discernible pattern to the multiplicity of reforms, just a national and international Game of reform but at least we can place UK and USA in the same group because they pioneered the NPM model.

4.1 Policy Implications

The various public sector reforms were initiated at different times, and in response to specific problems confronting various sectors. As a result, they operate as inconspicuous initiatives and are not linked with the situation analysis lead them to focus on trees rather than forest. As a result, they may perhaps be less effective in terms of achieving overall improvements in public service delivery and the reduction of poverty.

Also, developing a comprehensive and integrated framework, covering both the various crosscutting reforms and the sector reforms, would be difficult, if not feasibly impossible. Still, there is need for greater consistency and connections among the reforms so that all of them pursue the objective of achieving a certain goals, Vision, and mission.

As we are going to celebrate the fifty two anniversary of our independence, it is time to reflect, look forward, and formulate sound strategies for addressing the challenges ahead the systems which have been established and the experience gained during the past fifty years of independence.With this Globalized world the country can't avoid the inflax of reforms from international institutions which push all countries,developed

and underdeveloped to align with the same public administration reform,like Hughes call it convergency,most of the countries seems themselves in a certain direction,This now became a task for each countries to dertermine its capacity to overcome the competition ahead from other counrties.

This research now will be a useful tool for the Government to design reforms according to the real situations prevailing in the countries and invest in training the policy makers and reformers so that they can be capable to advise the government.

4.2 Limits of This Study and Suggestions for Further Researches

This study aimed to investigate the Evolution of Government Performance evaluation system in Tanzania. Since the study used the secondary data only, it might not be representative enough to portray the true image of the country's situations by now, Lack of fund made it impossible to go to the field for further investigation therefore Literature focused only on the studied topic.

However, more researches needs to be done to identify the institutionalization of performance evaluation system in the government and the importance of achieving results by formulating and developing reforms which fits the current situation of the country despite the forces from the donor countries.

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국문초록

탄자니아 정부업무평가제도의 진화에 관한 연구: OECD 모델과의 비교 관점에서

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본 연구는 탄자니아의 정부업무평가제도의 진화에 관해 탐색하고자 하였다. 이를 위해 주로 문헌자료를 통해 확보된 2차 자료를 이용하여 영국, 미국 그리고 독일을 포함하는 OECD 회원국들과의 비교를 실시하였다.

본 연구는 산업화 시대 이후 현재에 이르기까지 공공관리개혁의 과정을 살펴봄으로써 정부업무평가제도의 변천과정을 살펴보았다. 1960년대 및 그 이전에 각국은 주로 그들의 문화와 역사 그리고 그 시기까지 국가의 지배적인 상황에 따라서 개혁정책을 수립하였다. 그러나 산업혁명으로 인해서 선진국의 지도자들은 경제발전의 원동력인 산업부문을 통치하기에 적합한 성공적인 개혁 모델을 찾기 시작했다.

탄자니아의 정부업무평가제도는 1962년 독립 이후 네 가지 시기로 구분할 수 있다. 첫째, 1962-1972년 독립직후 단계, 둘째, 1973-1985년 위기 단계, 셋째, 1985-1995년 구조조정 단계, 넷째, 1996-현재 선진국과 유사하게 신공공관리(NPM) 위주의 종합적인 개혁정책 단계 등 네 가지 시대로 구분된다.

그러나 상황은 독일, 미국, 영국과 유사하지 않았는데, 이는 1960년대 탄자니아가 독립한 이후에도 여전히 식민통치 시대의 잔재 하에 있었으며, 특히 1961년 탄자니아 정부는 전통적인 방식이 사용된 식민지 시설 행정제도를 그대로 물려받았기 때문이다. 또한 1980년

대 신공공관리 개혁모델이 도입되었고 1990년대에는 세계은행과 국제기구가 요구한 개혁이 실시되었다.

비록 각각의 개혁 모델(NPM, NPG, NWS)의 직접적인 결과를 평가하는 것은 어렵지만, 본 연구가 확인한 바에 따르면 개혁모델이 정부의 성과와 책임성을 높이는데 크게 기여하지는 못했다. 그 원인은 일부 공무원들의 부패 때문이라고 볼 수 있다. 명확한 집행전략이 부재하고, 또한 수입된 개혁모델을 탄자니아의 상황에 맞게 사용하도록 하는 것에 대한 인식과 교육이 부족한 것이 성과가 크게 개선되지 못한 원인이라고 할 수 있다.

1990년 초기부터는 탄자니아에서는 공공조직을 개혁하거나 재편하거나 구조 조정하는 것이 아니라 공공부문을 새롭게 건설하는 것에 초점을 맞추었다. 결과적으로 가시적인 공공행정 개혁 프로그램이 실시되지 않았고, 종합적인 계획이나 구체적인 실행계획이 없는 과도기였다.

공공행정개혁을 직접 수립하여 집행한 국가들에 비해서 단지 외국의 개혁모델을 채택한 국가들의 성과는 제한적이었는데, 탄자니아 역시 1990년대에 신공공관리 모델을 채택함으로써 당시 유행하던 개혁모델을 채택한 국가 중 하나가 되었다. 이로 인해서 사회주의 국가에서 자본주의 국가로 정치제도를 변화하게 되었다.

주요어: 정부 성과, 개혁모델, 산업화, 성과평가제도, 탄자니아 정부

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