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FROM - DAR ES SALAAM

SUBJECT - Non-Capital Project Paper (PROP): Management and Engineering Services Project

REFERENCE - M. O. 1021.1

Forwarded herewith is the Non-Capital Project Paper (PROP) for USAID/Tanzania's restructured project entitled Management and Engineering Services.

The paper reflects the joint planning of the USAID with Tanzania Government Officials in Central Establishments, Office of the President as well as key officials in other Ministries.

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OTHER AGENCY

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PAGE 1 OF 15 PAGES

DRAFTED BY Phoebe H. Everett:alb	OFFICE Manpower and Training	PHONE NO.	DATE 6/17/69	APPROVED BY: Director: Charles J. Nelson
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AID AND OTHER CLEARANCES

APD:CBillings

ADP:CMGeorge

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FROM - DAN FS SALAM

SUBJECT - Non-Capital Project Paper (NCP): Management and Engineering Services Project No. 621-11-79-102

REFERENCE - a) TOAID A-130 b) C.O. 1025.1

Forwarded herewith is a revised title page for subject PROP submitted under ref a. Please insert this revised page.

This PROP constitutes a new project proposal which reflects the joint planning of the USAID with Tanzania Government Officials in Central Establishments, Office of the President as well as key officials in other Ministries.

DURNS

Attachment: Revised Title Page

OTHER AGENCY

PAGE	PAGES
1	OF 1

DRAFTED BY Shoeb W. Everett:slb	OFFICE Manpower and Training	PHONE NO.	DATE 6/19/69	APPROVED BY: Director: Charles J. Nelson
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AID AND OTHER CLEARANCES

AFO:CBillings _____
AID:CG George _____

CO:JTillman _____

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Management and Engineering Services

Initial Project Report (IPRF)

I. GENERAL INFORMATION :

Country: Tanzania Project No. 621-11-790-102
 Submission Date : 6/13/69 Original : X Revision No. _____
 Project Title : Management and Engineering Services
 U.S. Obligation Span: FY 1970 through (Continuing)
 Physical Implementation Span FY 1970 through (Continuing)

Gross Size of Project Financial Requirements :

U.S. Dollars	/ \$ 580,000 (FY 70)
U.S.- owned local currency	-
Cooperating Country's Cash Contribution . .	100,000 (FY 70)
Other Honor	not available
Totals :	
	/ \$ 680,000 (FY-70)

II. SUMMARY STATEMENT :

This is the initial IPRF for the new Management and Engineering Services project. Certain activities - provision of ODEX personnel for the Government of the United Republic of Tanzania - began under the Public Service Staff Support project No. 621-11-73-051 in 1964. A.I.A. Audit Report for the period through November 30, 1968 - Recommendation No. 11 - suggested that Public Service Staff Support project should be separated into projects by fields of activity in accordance with A.C. 13:1.1.1. accordingly, Public Service Staff Support will be terminated with final obligations in FY-69. To assist in meeting Tanzania's urgent manpower need in the Management and Engineering fields, AID proposes the initiation of the Management and Engineering Services project described herein.

Justification : Tanzania faces a critical shortage of trained managers and engineers. Lack of such expertise affects Tanzania's ability to participate fully in the East Africa Community, as well as its own national development. Since Independence in 1961, Tanzania has relied upon expatriates for these top level skills until enough Tanzanians could be trained to takeover. Given the process of education - taking 15 to 17 years to produce a college graduate - local education in the areas of management and engineering cannot be expected before 1975. The need is great and several foreign donors are providing assistance, notably

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Management and Engineering Services
Non-Capital Project Paper (PROF)

I. STANDARD IDENTIFYING INFORMATION :

Country : Tanzania

Submission Date :

Project Title : Management and Engineering Services

U.S. Obligation Span : Continuing

Physical Implementation Span : Continuing

Gross Life of Project Financial Requirements :

U. S. Dollars	\$ 300,000 (FY-70)
U.S. Owned Local Currency	-
Sub-Total	\$ 300,000 (FY-70)
Cooperating Country's Cash Contribution . .	100,000 (FY-70)
Other Donor	not available

II. SUMMARY STATEMENT :

This is the initial PROF for a new Management and Engineering Services project. Certain activities - provision of OPEX personnel for the Government of the United Republic of Tanzania - began under the Public Service Staff Support Project No. 621-11-730-051 in 1964. A.I.D. Audit Report for the period through November 30, 1968 - Recommendation No. 11 - suggested that Public Service Staff Support project could be separated into projects by fields of activity in accordance with M.O. 1301.1.1. Accordingly, Public Service Staff Support will be terminated with final obligations in FY-69. To assist in meeting Tanzania's urgent manpower need in the Management and Engineering fields, AID proposes the initiation of the Management and Engineering Services project described herein.

Justification : Tanzania faces a critical shortage of trained managers and engineers. Lack of such expertise affects Tanzania's ability to participate fully in the East Africa Community, as well as its own national development. Since Independence in 1961, Tanzania has relied upon expatriates for these top level skills until enough Tanzanians could be trained to takeover. Given the process of education - taking 16 to 17 years to produce a college graduate - localization in the areas of management and engineering cannot be expected before 1980. The need is great and several foreign donors are providing assistance, notably

the Scandinavian countries, Canada, the United Nations and private foundations. Past and present AID programs have had a high component of capital assistance, notably in Water Development and Roads, including the TANZAM highway as well as other road projects. (See III A Background). Given the importance of the TANZAM highway as the artery to Zambia, adequate road maintenance is of priority concern; and, the need for well trained Tanzanian Engineers is a priori.

Also, under the Development Plans, new programs and new undertakings across the board in development require a managerial and administrative talent to make these new programs go. Given the fact that under Colonialism, the Civil Service was not only much smaller but its role was primarily limited to the collection of taxes and maintenance of law and order, the reliance on expatriates in this area was mandatory. Central Establishment now has the responsibility for providing Tanzanian Civil Servants who have the much larger responsibility of developing and building a cadre of skilled administrators - the resource most essential for a developing nation.

From the above it is apparent that the staff of Central Establishments needs upgrading if the Division is to carry out its function with any degree of success during the next Development Plan periods.

Under the second Development Plan each parastatal organization has been allocated to a parent Ministry. Central Establishments which has the responsibility of providing management services for all Ministries and Departments must now take on the added responsibility of providing these services to the parastatal Organizations during the period of the Second Five Year Plan.

Central Establishments ability to provide this broad range of management capability is vital to the success of the Development Plan.

This Project provides the framework within which AID can make a meaningful and specific response to the Government of the United Republic of Tanzania in meeting its national target of self-sufficiency in middle and high level manpower by 1980 in the fields of Management and Engineering.

F. Project Goals : The overall purpose of this project is to assist the Government of the United Republic of Tanzania in achieving its national target of manpower self-sufficiency, at the middle and high levels, in management and engineering by 1980. The project will be directed toward assistance to the Central Establishment Division, Office of the President, which is the focal point for general manpower requirements, and to such Ministries as Communications, Transport and Works and Commerce and Industries in their specialized manpower needs. This would include, but not be limited to, providing on OPEX terms, Management specialists and

Civil, Mechanical and Electrical Engineers, while at the same time providing training for Tanzanian replacements in these fields.

C. General Approach : USAID/T proposes to undertake particular activities and programs deemed crucial to Tanzania's efforts at "Africanization by 1980". Since the success of Tanzania's program of "Self-Reliance" depends upon University graduates qualified to assume, at least temporarily, understudy roles in key engineering and management assignments, we plan to buttress on-the-job training under U.S. OPEX supervision as well as provide additional specialized training in Engineering and Management where the need exists. Courses of action and inputs programmed are noted in Section IV - Project Activities.

D. Summary of AID Inputs (FY-70) :

(1) Personnel

a. Direct-Hire Manpower & Training Advisor (1)	\$ 30,000
b. Local-Hire Senior Administrative Assistant (1)	4,000
c. Local Travel	5,000
d. Short Term Consultants (CIMA)	5,000
e. Short Term PASA (Second Phase of Computer Study)	<u>105,000</u>
Personnel Total	<u>\$ 149,000</u>

(2) OPEX employees

a. Management and Financial Analysts (2 new) (1st-year funding)	50,000
b. Engineers (Mech, Civil, Elect) (7 new) (1st-year funding)	160,000
c. Six Road Construction and Maintenance Experts (1st-year funding)	<u>130,000</u>
OPEX Total	<u>\$ 340,000</u>

(3) Participants

a. Engineering degree training to replace OPEX employees (1st-year funding for 5)	36,000
b. Management and Financial Analysis training (1st-year funding for 5)	<u>55,000</u>
Participant Total	<u>\$ 91,000</u>

Grand Total FY-70

\$ 580,000

E. Cooperating Country Contributions : The Second Development Plan emphasizes that the problem of skilled manpower in engineering and management is more acute than in other sectors; and, plans are underway for expanding training programs under the guidance of Central Establishments and Com Works institutions.

Additionally, the Tanzanian Government proposes to achieve a regular review and re-assessment of the Development Plan by producing an Annual Plan. Part of this Annual Plan will be an evaluation of plan implementation, comparison of planned targets and actual performance and reasons for deviations. Included also in the evaluation will be analysis of manpower development and foreign aid utilization.

As direct investment in this project, the Tanzanian Government will provide under OPEX contract terms, local salary, government quarters and furniture from the "A" Housing Pool; the OPEX Officer will be required to pay rent at the rate of 10% of total basic local salary. Travel and transport allowance for required duties within Tanzania. Local casual leave of 20 days during the two year period of contract. Medical and hospital facilities to the same extent as are provided to government officials at comparable rank.

III. SETTING :

A. Background : Prior to independence in 1961, African education and training beyond the primary level was on an extremely small scale. As a result, few top or middle level management posts were open to Tanzanian Africans and there were very few Africans who had the necessary education/training to fill those posts which might otherwise have been available. In 1962, just after independence when Tanzania's first manpower survey was made, over 85% of all jobs which required a university degree were occupied by non-Africans.

In 1962, there were only twelve African Civil Engineers in Tanzania; there were no Mechanical or electrical engineers. With independence, Tanzania launched upon an aggressive program of economic development - including large expansions in infrastructure which required expertise in management and engineering.

Because of the scarcity of funds and the urgency of high level manpower, the Tanzanian Government decided to give first priority on Central Government funds to secondary and higher education. At the same time, as a matter of policy, government decided that investment in secondary and higher education should be made only to the extent justified by manpower requirements of the economy for development. Tanzania wants no pile up of "educated unemployed" produced at the cost of diverting needed resources from its large and depressed rural population which needs medical services, housing, water, roads as well as a gradual expansion in primary education to enable all Tanzanian children

to have a basic education. Only 50% enter primary school now. With this in mind, University bursaries are offered almost solely in faculties and courses which will yield the specific skills the country must have. Since almost all African students depend upon bursary support, this policy controls most of the educational inputs.

All bursary supported graduates are required to work for Government, or as directed by Government for as many years of post form 4 education/training they have received. Additionally, all foreign donor scholarship offers are made to the Government; Tanzania accepts those that meet national needs, declines others. The Government then offers the accepted scholarships on behalf of the donors with the caveat that recipients of such scholarships are legally tied to Government Service for five years after graduation.

To bridge the gap in high level manpower until a sufficient number of educated/trained and experienced Tanzanians could be brought forward, Tanzania adopted an open policy of aggressive recruitment for such skills in all overseas labor markets, even though this was not a popular policy among the rank and file of newly independent Tanzanians.

Localization (the term "localize" is used in TANGOW ministries to indicate "citizens" employment rather than expatriate employment) was intensified in 1966 as the chart below indicates; however, the rate of localization will drop in the next few years because the last jobs to be localized are the most highly specialized science/math based occupations.

Localization of the Senior and Middle Grade
Civil Service as at 31st December, 1968

Citizenship of Officers	1961	1962	1963	1964	1965	1966	1967	1968
Tanzania Citizens	1,170	1,821	2,469	3,083	3,951	4,364	4,937	6,208
Foreign Citizens	3,282	2,902	1,580	2,306	2,001	1,710	1,817	1,619 g/
Total Officers	4,452	4,723	5,049	5,389	5,962	6,074	6,754	7,827
Localization (%)	26.1	38.5	48.9	57.2	66.3	71.8	73.1	79.3

g/ Minister of State Peter Kisumo announced on June 13, 1969, that the "localization" in the Civil Service had improved and the number of non-citizens now stood at 1,196.

Source - Central Establishment Division, President's Office

B. Cooperating Country Leadership : The Ministry of Economic Affairs and Development Planning, in its Annual Manpower Report to the President in April 1969, pointed out that "... until Tanzania is able to provide an adequate supply of properly trained and experienced personnel from its own resources the gap between development requirements and local resources must be bridged by importing the necessary skills from abroad." At the moment there are almost 500 vacancies in the occupations for which recruitment was undertaken in 1968.

To be sure that expatriates are moved out in orderly fashion, the Tanzanian Government has established controls in the Central Establishments Division of the Office of the President which keeps track of the estimated time of emergence of Tanzanians from the pipeline of higher education. These young graduates are then slotted into training posts behind an incumbent expatriate. The incumbent expatriate is then advised as to how long his services will be needed before the position is to be localized.

With the above in mind, and given the precise and detailed planning by the Tanzania Government to affect at the earliest possible date, the localization of its high and middle level positions, USAID/T believes that this project will enable AID to contribute in a meaningful and discrete way. USAID/T believes that this project will enable us to maximize AID's former assistance and at the same time assist Tanzania to develop a small but important technical capability within the 1980 goals set by the government of Tanzania for its localization of middle and high level manpower.

C. Relationships to Sector Plans : This project relates closely to our capital development input in the roads infrastructure with all of its regional implications. Without going into any detailed history, it will be recalled that over the past several years, AID has assisted the Government of Tanzania in financing or partially financing many of its road programs. A loan of \$ 1.9 million in FY 1961 financed the construction of 22 miles of bitumen surfaced and 122 miles of gravel surfaced road between Mwanza and Musoma which was completed in 1964. The construction of 58 miles of gravel surfaced road between Bunda and Mnsio, completed in 1968, was financed under a loan of \$2.025 million. The construction of 146 miles of the TANZAM Highway from the Zambian Border at Tunduma to Iyayi, to be completed in 1971 is being partially financed under an AID loan of \$13.0 million. The World Bank; IDA and SIDA have also participated in the road programs. There have been, also, many feasibility and preliminary engineering surveys, final design and contracts and construction supervisory contracts financed under AID grants and loans. These include several studies and preliminary design for the Southern Link Road; studies and final design for the TANZAM Highway from Tunduma to Dar es Salaam; supervision of construction of the TANZAM Highway from Tunduma to Iyayi; and more recently the supervision of construction of the Iyayi to Morogoro portion of the TANZAM Highway.

More recently there has been an exchange of cables and airgrams between AID/W and the East African Missions relative to the establishment of a centrally located regional training institution in Road Maintenance. Iringa has been mentioned as a high priority consideration for this training school. Should this develop, it would be consonant with the aims of the country development plan. It would also be aided by the input of this project which would have U.S. OREX Engineers in the key supervisory positions in the Ministry of Communications, Labor and Works.

On the Management Services aspect of the project, the input is crucial to Central Establishments operation and control of the "localization" aspects of the development plans.

Central Establishment Division is entirely responsible for the staffing of personnel and management related functions of the public and parastatal services in Tanzania. This means the direct responsibility for recruitment, appointments, transfers, promotion and training of some 53,000 officers in a wide range of grades and disciplines. The Division is also responsible for salaries administration, allowances, and welfare activities, including retirement benefits. The Division has the responsibility of providing management services for all Ministries and Departments including staff inspections, job analysis and reviews of systems and procedures in the personnel field, as well as of staff complements and gradings. These services will be extended to cover parastatal organizations as well as the public Services during the period of the Second Five Year Plan.

The Division has a total staff complement of 264 officers deployed in the divisional headquarters, and establishments units set up in various Ministries in government. Traditionally, the personnel function was carried out at the time of Independence in a fairly limited manner, in the sense that senior staff, mainly expatriates, had their terms and salaries and conditions of service determined by the British administering authority and personnel work was confined mainly to the application and interpretation of the relevant regulations.

In 1966, an Assistant Training Course was mounted in Establishment which serves as an induction course for young officers entering the Establishments Division. None of these administrative officers have any detailed knowledge of the principles and practices of public personnel administration and management. Since the Division has absolute responsibility for the Africanisation program of the Government, it is important that selected key officers in Establishments be trained in Public Personnel Administration and Management at the earliest possible date.

U.S. Operational personnel have been requested to assist Central Establishments fill the gap until a small well trained cadre can be made available to carry out the important personnel and management functions of the public and parastatal sectors.

The role played by Central Establishments in recruiting, deploying, motivating the public service is of paramount importance to the success of the Tanzanian development program.

D. Project Relevance to Tanzanian Conditions :

Second Five Year Development Plan : The Second Plan, which will go into effect July 1, 1969, contains a number of important provisions affecting middle and high level manpower. The Annual Manpower Report to the President issued in April 1969, comments on the Second Five Year Development Plan as follows :

" At the University College of Dar es Salaam there are plans for establishment of a Faculty of Agriculture and Husbandry in 1969/70; a Faculty of Medicine was opened in July 1968; a Faculty of Engineering is planned for 1971/72 and the creation of a department or Faculty of Business Administration. An Institute of Development Management will be established in or near Morogoro to train high level government and parastatal staff. It will have four departments :

- a) Enterprise Management
- b) Public Administration
- c) Local Government Administration
- d) Course for Professional Accountancy
3 to 4 year course "

Should the specialized faculties in Development Management and Engineering become operative during the Second Plan period, qualified outputs cannot be expected prior to 1980. This project can assist by providing highly trained specialists in a few key areas until qualified Tanzanian replacements are available.

IV. STRATEGY :

A. U.S. Assistance Strategy : According to the April 1969 Manpower Report to President Nyerere, Tanzania will need in excess of 900 engineers by 1980. In Administration and Management the demand is in excess of 1,000. The USAID proposes, under this Project, to provide on OPEX terms, and in a discrete area of U.S. competence, a limited number of key executive and maintenance engineers and management consultants. The OPEX employees will be so placed as to enable them to make a major contribution both in on-the-job training; suggesting overseas training where required for the participants selected as the OPEX employee's replacement, and, at the same time these U.S. experts will establish an organizational framework for continued effective management after project completion.

B. Host Govt. Strategy : The Tanzanian strategy can be viewed as two-pronged. **First**, it plans for self-sufficiency in manpower at all skill levels by 1980. **Second**, and with the foregoing in mind, the inputs into education are almost exclusively devoted to provide the skills needed for Tanzania's program of economic development. Out of this two-pronged strategy, several other policies flow which can be stated as follows :

1. A policy of giving top priority in resources to secondary and higher education, and to increase science and math instruction markedly in relation to arts subjects both in secondary schools and the university.
2. A policy to freeze expansion of primary education during the first Five-Year Plan, providing only the same proportion of places in relation to age class in the 5th Plan Year as that which prevailed when the Plan was initiated (this was roughly 50% of the age class). This policy will be altered in 1975.
3. A policy to offer government bursaries (almost all Tanzanians going to university level go on bursaries) almost exclusively in those courses of education/training which will provide the occupational skills the country has determined it needs to carry out its planned development and to meet the goal of self-sufficiency by 1980. The same policy extends and is applied to all donor scholarships.
4. A policy to tie the recipients of all bursaries and scholarship of both governmental and overseas donors to serve Government for 5 years after graduation unless released by Government for other employment.
5. A policy to "localize" the public sector first and to this end almost all secondary technical and university output has been directed in the first instance to Government. Government then plans to extend this policy to the parastatal sector.
6. A policy that Africans replacing incumbent expatriates in Government posts must possess the minimum qualifications established for the post.
7. A policy to maximize use of local institutions of higher learning, to do this by sending all students qualified for the courses offered at East African Universities to these institutions and not to provide or allow acceptance of overseas scholarships to individuals who possess the qualifications (Higher School Certificate) except in disciplines needed for Tanzania's development but not available at these East African Universities.

8. A policy that private employers or parastatal bodies bringing in (or asking permission to retain) expatriate workers must, as a condition for such approval, satisfy the Ministry of Labor that : (1) no Tanzanian is available with the requisite skill and (2) that a training program exists which will result in a local replacement for the expatriate at the end of a specified period of training.

C. Cooperating Country Leadership : Additional to the facts noted in the Summary Statement, President Nyerere has enunciated, in the Arusha Declaration (1967) and Education for Self-Reliance (1967) the articles of faith to which all Tanzanian citizens must adhere. The cardinal tenet is that Tanzania must become self-reliant and efforts of Government are to be so ordered. The Development Plans are posited on such "localization" of all specialized skill area by 1980.

D. Cross Relationships : This Project relates closely to the Tanzanian Government's major political and economic thrust - i.e. "Africanization" or "Localization" by 1980 in the key areas of management and engineering. Several other donors are making an input to this end; notably, IBRD, Ford Foundation, and UNDP. Additionally, OPEX Officers have been and continue to be, recruited from approximately thirty countries.

It has been reported that a walk through the Ministry of Communications, Transport and Works is like a trip through the United Nations. This has, in certain instances, been a negative rather than a positive contribution. During the past several years the Ministry has had some serious manpower problems due in part to this disparity of tongues and diffuse responsibility. This project addresses itself in part to the correction of these problems. See V - Project Activities.

g/ As announced by the Minister of State, Peter Kisumo on June 13, 1969, the non-citizens engaged in the Civil Service were as follows: 428 Britons, 429 Indians, 49 Malawians, 41 Egyptians, 40 Americans, 25 Danes, 23 Ceycheliens, 20 South Africans, 16 Czechoslovaks, 15 Swedes, 10 Kenyans, 9 Bulgarians, 8 Dutch, 8 Polish, 8 Yugoslavs, 7 East Germans, 7 Mauritians, 6 Biafrans, 5 Canadians, 3 French, 4 Norwegians, 3 Japanese, 3 Pakistanis, 3 Ugandans, 3 Ceylonese, 4 Australians, 2 Israelis, 2 Italians, 2 Trinadians, 2 Zambians, 1 Austria, 1 Belgium, 1 Ghana, 1 New Zealand, 1 West Germany, 1 Turkey, 1 Ecuador, 1 Mozambique, 1 Soviet Union, 1 Cyprus, 1 Finland.

V. PROJECT ACTIVITIES :

The several activities included in this project are programmed on an annual basis. They reflect the targets; courses of action to reach the targets; evaluative measures built into the project to measure progress and achievement toward the goals; and, some specificity relative to completion date for individual activities as well as estimated completion date for the project.

A. FY 1970 Programmed Activities :

1. Advisory Services Activity

- a. Target - To plan and implement jointly sponsored activities undertaken by AID and the Central Establishments Division of the Office of the President; and by the Ministry of Finance, United Republic of Tanzania.
- b. Course of Action - USAID/T proposes to continue the services of the Manpower and Training Advisor and one local Senior Administrative Assistant who comprise the staff of the Mission's Manpower and Training Division.

The Manpower and Training Advisor will continue the across-the-board planning and implementation activities related to Participant Training for all of the Mission Projects.

The Manpower and Training Advisor will also perform the role of Coordinator, with the Central Establishments Division, on all requests for recruitment on OPEX terms for other USAID projects which require an OPEX input (i.e. - Agriculture - Education Materials and Services Projects.)

The Manpower and Training Advisor will also serve as Project Manager for the Management and Engineering Services Project.

c. AID Inputs -

(1) Personnel

- (a) One Direct-Hire Manpower and Training Advisor \$ 30,000
- (b) One Local-Hire Senior Administrative Assistant 4,000

(c) Local Travel * 5,000

This will include travel activities related to the participant follow-up program

2. Management Services

- a. **Target** - To provide Central Establishments the managerial capability needed to carry out its manpower responsibilities in the area of staff appraisal and staff utilization in the public and parastatal sectors.
- b. **Course of Action** - The Annual Manpower Reports to the President for the past three years have dwelt upon the inadequacy of the Administration of the Program for Localization of jobs in the parastatal sector. During the past year a Management Services Unit was established in the Central Establishments Division of the Office of the President.

USAID/T has agreed to provide Management Consultants under OPEX terms to assist Central Establishments to develop the necessary competence and expertise needed by the staff of the Management Services Unit. The OPEX Management Consultants will carry out detailed studies of management practices in the parastatal sector with the object of improving operating efficiency and improving productivity; they will initiate surveys at all levels to ensure optimum deployment of available skills. They will also be called upon to carry out Value Analysis, Operational Research and Work Study assignments and to investigate salary systems and fringe benefits in the parastatal sector. They will have Tanzanian replacements working with them and the OPEX Management Consultants will, as needed, recommend the types of on-the-job or overseas training needed for these replacements to bring the Tanzanian replacements to operational efficiency.

c. AID Inputs -

(1) Personnel

(a) Management Consultants OPEX (2 now)	\$ 50,000
(1st-year funding)	

Total Personnel	\$ <u>50,000</u>
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(2) Participant Training

(a) Applied Administrative Management (1st-year funding) a/	\$ 25,000
(b) Management Analysts - A.D.L. 3) (1st-year funding)	<u>30,000</u>
Total Participant	<u>55,000</u>

a/ could accommodate 2 participants for extended training or up to 6 for shorter periods of academic/on-the-job training preferred by Central Establishments.

Activity Total \$ 105,000

3. Engineering Services

- a. Target - To provide an engineering supervisory capability for the Ministry of Communications, Transport and Works; Ministry of Commerce and Industries and to other client Ministries.
- b. Course of Action - In recent months, the Government of Tanzania has requested that all key supervisory positions, especially in the Roads and Aerodromes Division of the Ministry of Communications, Transport and Works be filled by U.S. OPEX engineers. It is believed that such staffing will bring more efficient management and control to the Ministry. Also, it is felt that with the establishment of this project, the training of Tanzanian replacements for these key supervisory engineering positions would move along at a more rapid pace.

Tanzanian Government officials from Central Establishments Division, Ministry of Finance and Ministry of Communications, Transport and Works will work closely with the Manpower and Training Advisor to insure that outstanding senior engineering students are posted upon graduation to Com Works. These graduates will be assigned as replacements for the U.S. OPEX Engineers. They will be given a minimum of one year on-the-job training prior to being sent abroad for specialized engineering training if such is deemed necessary. The same procedure will apply for engineer OPEX employees posted to other Ministries.

USAID Tanzania proposes to provide U.S. Engineers for key supervisory positions in the Ministries and six Road Construction and Maintenance experts and in so doing enable the Ministries to develop a cadre of youthful engineers for supervisory positions within the third plan period, 1980.

c. AID Inputs -

(1) Personnel

(a) Seven Engineers (1st-year funding)	\$ 160,000
(b) Six Road Construction and Maintenance Experts (1st-year funding)	<u>130,000</u>
Personnel Total	<u>\$ 290,000</u>

(2) Participant Training

(a) Five participants to be trained as Executive Engineers (1st-year funding)	36,000
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Participant Total	<u>\$ 36,000</u>
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Total Activity	<u>\$ 326,000</u>
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d. Miscellaneous Additional Activities

(1) Personnel

a. Short Term Consultants (CLPM)	\$ 5,000
b. Short Term PAMA (Second Phase of Computer Study)	<u>105,000</u>

Personnel Total	<u>\$ 110,000</u>
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DATE SENT
9/25/69

FROM - AID/W

SUBJECT - PROP - Management and Engineering Services Project

REFERENCE - TOAID A-130

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1. The Bureau discussed subject PROP on September 4, 1969. There was general consensus that the PROP is clear and gives a concise description of the environmental circumstances, strategy, and related factors which form a basis for the technical services needed by the Government of Tanzania.

However, in order to strengthen the PROP, both as a planning document and as an instrument for establishing "bench mark" goals and targets for later project analysis as to progress and relevance, it is requested that revisions be made as follows:

A. II.B. Project Goals (p. 3)

The projected goals are too general. Actually, the "Target" statements on pp. 12, 13, and 14 (see VA1a, VA2a, and VA3a) are statements of objectives or goals which, it appears, would only be adequate if they were broadened to include goals envisaged beyond the FY 1970 programming cycle.

B. V Project Activities - Targets (pp. 12-14)

In a project of this nature, detailed, precise targets might tend to represent a mechanical exercise when compared later to actual circumstances. However, it is important to project targets to indicate as precisely as possible the quality and quantity of assistance proposed (coupled with a time-table if feasible). Outputs or the end results expected from such assistance need to be

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AID AND OTHER CLEARANCES

AFR/GDF, RFFedel (in draft)

AFR/DP, WLeles (in draft)

AFR/ISA, PBowen (in draft)

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articulated. For example, TOAID A-151 pertaining to engineering services contains a quantitative description of the kinds of services needed which should be incorporated into the PROP. No doubt the TanGov has some definite purpose in selecting specific engineering expertise. This purpose should be defined in detail in the PROP and the particular expertise should be related to the position's role in the TanGov's manpower scheme as well as the particular function or goal of the unit of assignment within the specific ministry. Precise targets, expected results and achievements will make it possible for AID/W to judge the proposal in addition to improving subsequent evaluations of accomplishments.

It may be desirable to first give targets, results and outputs for an appropriate span of years, followed by more detailed data proposed for the FY 1970 program.

RICHARDSON