

**AIRGRAM**

**DEPARTMENT OF STATE**

6210099-②

PD-AAB-585

UNCLASSIFIED

CLASSIFICATION

For each address check one ACTION INFO

TO - AID/W TOAID A-54

X

DATE REC'D.	8p.
DATE SENT	April 29, 1970

170 MAY 4 AM 9 36

AID  
C.R.A.-DR

FROM - DAR ES SALAAM

SUBJECT - Draft Tanzania Agriculture Marketing Study Report MSU Contract AID/Afr-562 and Draft PROP for Agriculture Marketing Development

REFERENCE - A) AIDTO A-27 ①  
 B) DAR 762  
 C) STATE 059444

6211-150-099

1. The following paragraphs are numbered to coincide with the paragraphs similarly numbered in Ref. A.

2. The three choices of ways to develop and implement marketing mentioned in the PROP represent general choices or options open to any nation or society. Past abuses and excesses under a combination of the first two in Tanzania, and current TanGov development policy/philosophy precludes marketing development under the first two choices. However, government policy permits, and in fact encourages, utilizing the expertise of the former private traders in the cooperative/marketing activity.

3. The UNDP/FAO, NORDIC group and SIDA are fully aware of the policy (No. 2 above) and the proposal for AMC. The latter two were involved throughout the MSU study in collecting data and assisting in other ways. Two seminar/discussion sessions of 3 days each were held in which all NORDIC/SIDA staff, and numerous other knowledgeable people from the University College, DevPlan, and other interested agencies discussed Tanzania's marketing situation, its development policy, and the most appropriate approach/solution. The proposal was the result of 13 months of painstaking effort by a highly qualified team of experts. Every conceivable problem question, (including those currently being asked by AID/W and the IBRD) and solutions were considered. Based upon the realities of the existing situation (including our own preconceived notions of what should be best for all LDCs), the AMC emerged as the best approach for a solution to Tanzania's marketing problems.

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PAGE 1 OF 6

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The UNDP/FAO is fully cognizant of the MSU proposal. A three-man team, Abbott, Barker, Mohan, recently came to Tanzania to rewrite the UNDP agriculture marketing project proposal in light of the MSU report. They analyzed the MSU report and the PROP, felt the approach was sound and reasonable, and then rewrote the UNDP program to avoid duplication of effort, activity and responsibility and to provide maximum support and service to the Ministry and to the AMC.

The UNDP proposal proposes a team of 8 men assigned to the Ministry with a major responsibility for establishing a market training program. They will also expand the marketing intelligence and reporting activity in the Ministry which was initiated by the MSU study team, and conduct marketing research for the Ministry and, upon request, for the AMC. However, this research will not duplicate AMC research. The estimated life of the UNDP project (5-year) cost is approximately \$1,000,000.

The NORDIC group is providing 17 cooperatives advisors, one to be assigned in each region to work with the cooperatives program in the respective regions. Their relationship to the project will be very close and strongly supportive and will represent a ~~working~~ continuation of the relationship established during the MSU study. Twelve advisors are presently on board. In addition, three NORDIC technicians, who are scheduled to phase out in December, 1971, are assigned to the faculty of the Cooperative College, Moshi. The estimated annual cost of the NORDIC cooperatives program is \$300,000.

All NORDIC technicians were involved in the MSU study and the evolution of the proposal and, as expected, supported the proposal.

SIDA: Negotiations are nearing completion for a \$4,000,000 loan for the construction of domestic grain storage facilities. This will be supported by a grant of \$80,000 for three technicians to provide training ~~in~~ in the operation and maintenance of the storage facilities (2 years).

4. The amalgamation of the nine marketing boards, efficient and inefficient, is not expected to reduce the efficiency of the efficient boards and certainly is expected to increase the efficiency of the inefficient boards, whether they are single commodity export or staple food boards. This amalgamation will transfer appropriate commodity specialists of the respective boards, along with the marketing functions of the boards, to the AMC, the objective being to permit more effective utilization of such personnel within a more efficient administrative structure. We do not understand the basis of assumption by AID/W and IBRD that such reorganization will lower the efficiency of the cotton and coffee marketing activities.

The draft report, section IV-1 describes the hodge podge of functions carried out by the various boards. The AMC will standardize and/or rationalize (1) the marketing functions of the various boards/commodities through a commodity board

division, (2) the accounting and bookkeeping, (3) the pricing and marketing policies, and (4) the administration and management. The lack of administrative and management know-how is a serious problem. Amalgamation will reduce the present duplication of administrative/management personnel in the various boards and permit selection of the most capable to provide this essential but scarce input.

While USAID is aware that inclusion of the Lint and Seed Board and the Coffee Board in the AMC will not necessarily increase their individual marketing efficiency, we feel the overall administrative efficiency of marketing operations will be substantially increased, including that of the cotton and coffee boards.

Ref. A states the core of the proposal aims at correcting the marketing and pricing of cereals. To the contrary, the core and purpose of the proposal is improvement of the overall agriculture marketing system. One of the secondary objectives within the broader purposes of the proposal is correcting the marketing and pricing of cereals. Ref. B discusses reason for not limiting the proposal to this area only.

5. If IBRD is opposed to establishment of the AMC and intends to strongly resist this, it is suggested the IBRD make this known to TanGov at an early date, since interministerial discussions of the subject are now underway. USAID does not share IBRD's view nor understand how inclusion of the tea and tobacco boards in the AMC will reduce their aggressive competition in world market (see Ref B, DAR 762). We would appreciate the information and analysis on which conclusions of the IBRD are based.

6. The AMC will propose marketing and pricing policy including "price decisions" for approval by the Ministerial Council. We ask how this differs in general practice from ways marketing and pricing policy decisions are made in the U.S., assuming "price decision" means support price to the producers.

7. Action to date consists of Cabinet approval in principle of the proposal contained in the draft marketing report and the PROP, Ref. B. The next logical action, which has not as yet been taken (nor does USAID know when it may be taken), is the enabling legislation to authorize establishment of the AMC which in effect will disband the existing boards as they are amalgamated into the AMC.

It is unlikely that action will be taken to initiate pricing policy adjustments and plan proposed administrative realignments and reorganization among marketing institutions prior to project approval and arrival at post of the technical competence for this purpose. If the TanGov had this competence, their marketing system would not be bogged down. The TanGov requested AID assistance with the total agriculture marketing structure because they were aware they ~~had~~ had problems and needed assistance and guidance. They are still well aware of their problems and the lack of competence to proceed very far without assistance.

Frequent reappraisal of price policies in a coordinated manner means just that. The AMC will review research and data and hold discussions with and solicit comments and recommendations from: the Ministry of Agriculture, Food and Cooperatives, particularly the Planning Division and the Cooperatives ~~Ext~~ Development Division (CDD); DevPlan; the Treasury; the National Agriculture and Food Corporation; the National Agriculture Company; and other parastatals. Following this coordinated reappraisal the policy modifications deemed necessary will be formulated.

Comparative production advantage, whether for export or import substitution, is determined by favorable environment and production conditions, production and marketing efficiency and market demand. As an example, consider cashew nuts. Tanzania's environment and growing conditions are favorable to the production of cashews. Production efficiency is reasonable and marketing policy/practices fair though both could be ~~xxxxxxx~~ substantially improved. The market demand is strong resulting in a favorable ~~xxxx~~ market price. When the total production and marketing costs are deducted from the market price and sizeable profit margin remains Tanzania finds it has a comparative production advantage. When another nation produces more cashews at a lower unit cost, Tanzania loses its comparative advantage.

All those concerned in the production and marketing of a given commodity have an influence on and therefore assist in the determination of comparative advantage. However, the AMC because of its function/responsibility will have the data at hand to make this determination. Recommendations regarding ~~xxxx~~ increasing or decreasing production of a given crop in terms of comparative production advantage, based upon a combination of research on short and long range market trends, production potential and efficiency, etc., will be made to the Ministry of Agriculture, Food and Cooperatives by the AMC. Action beyond that point will be beyond the responsibility of the AMC.

8. Since the agriculture marketing project will be very extensively involved with the CDD as well as the AMC, AID/W's question as to where AID technicians will be assigned seems a moot question. Apparently AID/W is attempting to isolate or separate the CDD and AMC functions and responsibilities in the marketing system. In view of the very essential functions, both the ~~ex~~ AMC and the CDD will perform and the well-meshed, coordinated effort and cooperation required of both if efficient marketing is to result, the AID technicians will work across-the-board with both as required. USAID sees no problem with place of assignment. However, to answer the question, the technicians will work as follows:

- A. Assigned to AMC, doing most of their work for AMC,
  - 1) Chief Economist
  - 2) Sales Operation

- B. Assigned in AMC but working across board with both AMC and CDD,
- 1) Organization and Management
  - 2) Accounting
  - 3) Market Development Economist
  - 4) Procurement and grading, transport and storage, and cooperative relations
- C. Assigned in CDD, doing most of their work in CDD,
- 1) Research and Extension
  - 2) Inter-disciplinary Social Science Research

The General Manager of the AMC will be a Tanzanian with the Organization and Management specialist as advisor.

USAID disagrees with AID/W reluctance or reservations regarding an AID funded technician as Director of Inter-Disciplinary Research. AID/W apparently is much more sensitive than the TanGov about an AID technician performing research on production practices and economics in Ujamaa villages or small-holder operations.

USAID had thought a university, perhaps the mid-west consortium, would be the best source of technical assistance. However, if private enterprise can deliver, USAID is agreeable. Inadequate and untimely arrival at post of project staff is a potential problem with all projects. We do not foresee this as any more restrictive for this project than for many other projects. We prefer to operate with a confident, optimistic attitude and ~~not~~ rely on AID/W and the contractor to deliver the required expertise.

9. The AID technicians would conduct the discussions and seminars with the top and middle level government officials and leaders. However, with Cabinet approval of the proposal and the vital TanGov interest in improving marketing, AID/W may be absolutely assured of TanGov officials agreement in attending and participating in the seminars. These seminars are intended to be conducted as soon as possible after project approval and arrival of the technicians, and will be conducted prior to nearly all other actions in the proposed project.

10. The CUNA technicians are working effectively in the CDD. The Commissioner of CDD and the Principal of the Cooperative College, Moshi, jointly requested USAID to provide the OPEX technician (accounting/bookkeeping) to teach at the College. The Ministry of Agriculture, Food and Cooperatives specifically requested USAID assistance in improving their marketing system and the Cabinet approved the USAID proposal. The CDD is an integral part of the proposal package. What reason do we have to doubt, in the least, U.S. financed staff effectiveness in the CDD? What additional assurance can we ask of the TanGov that would be meaningful?

The NORDIC group is providing personnel for CDD as discussed elsewhere and will continue to do so. They also are fully agreeable to cooperating with USAID in the marketing project. USAID disagrees with AID/W's proposal for all assistance to the CDD being provided by the NORDIC group in this context. The marketing project is an integral package of policies, research, AMC, CDD, etc. Maximum overall coordination and progress for so complex a program would appear to require minimum fragmentation of basic overall responsibility for the advisory, technical, planning, and implementation activities for the ~~the~~ total package. USAID feels it is essential the two technicians the project recommends for working with the CDD be U.S. technicians recruited under the project.

11. Paragraph 11 Ref. A raises a question to which the draft report (Part VI-5) responds very well, as is generally true of nearly all of AID/W's questions:

"After thorough consideration of existing marketing boards, their relationships to each other and to the appropriate Ministries as well as to co-operatives and farmers, and the many problems and opportunities confronting Tanzania in agricultural marketing, the study team suggests that a single organization be established to handle the marketing function of the nine existing boards and to become involved, as necessary, in other marketing activities. It is proposed that this organization be called the Agriculture Marketing Corporation. Because of the need for cross-commodity consideration in policy formulation and program operation, and also for reasons of economy, the study team does not concur with the suggestion of the Presidential Inquiry for establishment of separate boards for domestic and export crops." This being so for separate domestic and export boards, it is even more so for separate single commodity boards.

USAID agrees that the General Manager of LSMB is a highly qualified and experienced expert in cotton marketing, and that his judgement might be more technically sound than officers from other boards. But USAID and the TanGov fail to understand how amalgamation of the LSMB and its personnel into the AMC will make this any less so. We reiterate our belief that the AMC will do nothing to hamper the continuation of activities currently carried on successfully by the LSMB, or its personnel, or that of any other of the boards to be amalgamated. The purpose is to improve marketing where possible by retaining the efficiency where it exists and building upon it. USAID feels the LSMB General Manager's reservations are more an expression of his fear of losing a kingdom than the certainty of hampered activities and reduced efficiency.

12. Answered in 4 and 5 above and Ref. B.

13. Of what use buying expert ~~like~~ field advice (MSU team) if we substitute our own ~~based in~~ Washington judgment based in Washington.

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**AIRGRAM**

**DEPARTMENT OF STATE**

UNCLASSIFIED

CLASSIFICATION

For each address check one ACTION | INFO

DATE REC'D.

621-099

DATE SENT

9/9/70

TO - DAR ES SALAAM AIDTO A 81

FROM - AID/Washington

SUBJECT - Agriculture Marketing -- Project No. 099 --  
Revised Draft PROP -- August 1970

REFERENCE - (A) Memo IBRD Discussion on August 31, 1970;  
(B) STATE 101186; (C) DAR ES SALAAM 1608; and (D) STATE 076710

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1. AID/W appreciates the importance and need to improve Tanzania's Marketing System and as indicated in Reftels, we are willing to consider providing assistance in the area of staple food crops. We believe this area has been properly identified as being the one in greatest need of assistance. Also, the risk in concentrating our limited assistance in this area appears to be much less than attempting to spread our limited ~~resources~~ resources across the board.
2. We believe that the mission, with appropriate host-country consultation, should further revise the PROP, and concentrate on the marketing and pricing policies of staple food crops with emphasis in the NAPP which reportedly is in the deepest trouble. This would permit directing initial assistance toward resolving maize marketing and pricing problems which are of major economic development importance in Tanzania.
3. The project goals of the revised PROP should be refined and addressed to solving the staple food crops and NAPP problems. We are not amenable to leaving "Establishment of the AMC....." as one of the ~~guk~~ goals. Yet, we recognize that the TANGOV may well proceed with the amalgamation per the recommendations in the MSU report.

PAGE	OF	PAGES
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DRAFTED BY <i>[Signature]</i> CASanders:bpb	OFFICE AFR/ESA	PHONE NO. 22876	DATE 9/8/70	APPROVED BY: Deputy Dir., AFR/ESA:EDConroy
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AID AND OTHER CLEARANCES

AFR/ESA:PBowen (draft) AFR/ESA:JCanning (draft) AFR/TAG:FCJones (draft)

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4. AID/W would prefer that assistance ~~from~~ to the Cooperative Development Division (CDD) be left to other donors if at all possible. An exception of course, might be the regulatory function now performed by CDD that would be shifted to the NAPB.
5. In preparing the revised PROP, the mission should limit the number of AID technicians to four or possibly five per Ref. B. Mission should recognize that the justification for each position will be examined critically in view of desire to minimize ~~minimum~~ staff and to be in position to meet needs of higher priority projects i.e., Agriculture Planning or Agriculture Research. A more detailed description of desired qualifications and duties to be performed by each proposed AID technician should be included in the PROP.
6. In conclusion, AID/W is interested in providing our limited assistance in the highest priority area. We believe the NAPB is in this perimeter and would appreciate mission/TANGOV developing the revised PROP accordingly in order expedite implementation of this vital project.

ROGERS

APR 1970  
(4-20)  
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PD-AAB-585

PROJECT AGREEMENT  
BETWEEN THE DEPARTMENT OF STATE, AGENCY FOR INTERNATIONAL DEVELOPMENT (AID),  
AN AGENCY OF THE GOVERNMENT OF THE UNITED STATES OF AMERICA, AND  
THE TREASURY

7

AN AGENCY OF THE GOVERNMENT OF THE UNITED REPUBLIC OF TANZANIA

The above-named parties hereby mutually agree to carry out a project in accordance with the terms set forth herein and the terms set forth in any annexes attached hereto, as checked below:

1. PROJECT/ACTIVITY NO.  
621-11-150-099

PAGE 1 OF 2 PAGES

2. AGREEMENT NO.  
71-8

3.  ORIGINAL OR  
REVISION NO. \_\_\_\_\_

4. PROJECT/ACTIVITY TITLE

AGRICULTURAL MARKETING DEVELOPMENT

PROJECT DESCRIPTION ANNEX A  FOREIGN CURRENCY STANDARD PROVISIONS ANNEX

STANDARD PROVISIONS ANNEX  SPECIAL LOAN PROVISIONS ANNEX

This Project Agreement is further subject to the terms of the following agreement between the two governments, as modified and supplemented:

GENERAL AGREEMENT FOR TECHNICAL COOPERATION DATE 18 Feb. 1968

ECONOMIC COOPERATION AGREEMENT DATE \_\_\_\_\_

(other) DATE \_\_\_\_\_

5. PROJECT DESCRIPTION AND EXPLANATION  
(See Annex A attached)

6. AID APPROPRIATION SYMBOL 72-1111004  
7. AID ALLOTMENT SYMBOL 154-50-621-00-69-11

6. AID FINANCING	PREVIOUS TOTAL (A)	INCREASE (B)	DECREASE (C)	TOTAL TO DATE (D)
<input checked="" type="checkbox"/> DOLLARS <input type="checkbox"/> LOCAL CURRENCY				
(a) Total		362,000		362,000
(b) Contract services		(See page 2 for component breakdown.)		
(c) Commodity				
(d) Other Costs				
(e) <input type="checkbox"/> CONTRACTING SERVICE <input type="checkbox"/> PURCHASING SERVICE <input type="checkbox"/> EQUIPMENT <input type="checkbox"/> POLYMER <input type="checkbox"/> SOLVENT <input type="checkbox"/> OTHER (List in Annex A)				
(f) Total				
(g) Technical and other Services				
(h) Commodity				
(i) Other Costs				

10. Special provisions (See AID/USOP Guidelines Manual II November 1971)  
This is the initial Agreement for a new project. All mutual commitments and special provisions are included in Annex A attached.

The Mission Director certifies in accordance with Section III, M.O. 712.4, that the PICs for commodities and services will be issued within six months of the signing of this Agreement.

11. DATE OF ORIGINAL AGREEMENT May 31, 1971  
12. DATE OF THIS VERSION May 31, 1971  
13. ESTIMATED FINAL CONTRIBUTION DATE December 31, 1973

14. FOR THE COOPERATING GOVERNMENT OR AGENCY  
SIGNATURE: *Walter W. ...* DATE: 31.5.71  
TITLE: Principal Secretary, Treasury

15. FOR THE AGENCY FOR INTERNATIONAL DEVELOPMENT  
SIGNATURE: *Charles ...* DATE: May 31, 1971  
TITLE: Director, USAID/Tanzania

Date 3/15/71  
 Date 3/15/71  
 Principal Secretary, Ministry of Agriculture and Co-operatives  
 General Manager, National Agricultural Products Board

Mission Clearances  
AGB: *[initials]*  
FRM: *[initials]*  
EXO: *[initials]*  
CON: *[initials]*  
A/DIR: *[initials]*

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PROJECT AGREEMENT  
BETWEEN AID AND  
THE TREASURY

AN AGENCY OF THE GOVERNMENT OF  
THE UNITED REPUBLIC OF TANZANIA

1. Project/Activity No.  
621-11-150-099

2. Agreement No.  
71-8

3.  Original or  
Revision No.

3. Project/Activity Title

AGRICULTURAL MARKETING DEVELOPMENT

AID Financing:

Details of U.S. Contribution by Cost Component and Method of Implementation

Cost Component Method of Implementation	Previous Total	Increase	Decrease	Total to Date
TOTAL	_____	362,000	_____	362,000
Personnel Services	////////	////////	////////	////////
PASA Contract	_____ _____	330,000	_____ _____	330,000
Participants	////////	////////	////////	////////
Direct AID PASA Contract	_____ _____ _____	16,000	_____ _____ _____	16,000
Commodities	////////	////////	////////	////////
Direct AID PASA Contract	_____ _____ _____	16,000	_____ _____ _____	16,000
Other Costs	////////	////////	////////	////////
Direct AID PASA Contract	_____ _____ _____	_____	_____ _____ _____	_____

For the Cooperating Government or Agency

For the Agency for International Development

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

TITLE: \_\_\_\_\_

TITLE: \_\_\_\_\_

## PROJECT AGREEMENT

BETWEEN AND AND

## THE TREASURY

AN AGENCY OF THE GOVERNMENT OF

THE UNITED REPUBLIC OF TANZANIA

1. Project/Activity No.

621-11-150-099

2. Agreement No.

71-8

3. Project/Activity Title

AGRICULTURAL MARKETING DEVELOPMENT

PAGE 1 OF 7 PAGES

4.  Original or  
Revision No.I. SUMMARY

This project is designed to assist the Ministry of Agriculture and Co-operatives (MinAg) develop agricultural marketing institutions needed for efficient and competent performance of the agricultural marketing function.

USAID will finance four technicians approved by the Minister for Agriculture and Co-operatives to fill positions in the National Agricultural Products Board (NAPB) during the projected nine year life of the project, subject to termination of the project by USAID or the Government of Tanzania upon giving at least three months written notice, and also to provide on-the-job and participant training, as well as limited commodities necessary to support project activities.

II. OBJECTIVES

The overall objective is to assist in strengthening the key areas of accounting, marketing, storage and pricing policy of the National Agricultural Products Board as a means of improving the agricultural marketing function in Tanzania.

The targets are to:

1. Improve accounting practices;
2. Reduce marketing costs per unit;
3. Reduce produce losses;
4. Develop export sales for products not now major export
5. Shift toward full cost accounting as a basis for establishing producer prices for individual products.

III. GENERAL APPROACH

USAID assistance under this project is for the purpose of strengthening certain key areas of the operations of the National Agricultural Products Board (NAPB), one of eight commodity boards in operation in Tanzania. Most major cash crops in Tanzania are controlled by these Government commodity boards, which are under the jurisdiction of the Minister for Agriculture and Co-operatives, who also has overall responsibility for the operations of agricultural co-operatives, which, as licensed buying agents for most major cash crops, have exclusive rights to purchase from producers. Co-operatives then resell to the various commodity boards which are responsible for sale and onward movement of crops to consumers and processors and to export buyers.

For the Cooperating Government or Agency

For the Agency for International Development

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**PROJECT AGREEMENT**

1. Project/Activity No.  
621-41-150-009

2. Agreement No.  
71-8

3. [3] Original or  
Revised No.

3. Project/Activity Title

AGRICULTURAL MARKETING DEVELOPMENT

**PROAG  
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A

AN AGENCY OF THE GOVERNMENT OF  
THE UNITED REPUBLIC OF TANZANIA

The NAPB handles maize, wheat, paddy, cashew nuts, sesame, groundnuts, sunflower, cardamon, castor and cassava. For these products it establishes grades or buying standards; recommends prices and other terms of purchase; conducts transport and storage operations; appoints buying agents (now exclusively agricultural co-operatives); sells to consumers, processors and export buyers; and conducts import and export operations. The purchase and selling prices for NAPB are determined by the Economic Committee of the Cabinet and transmitted to NAPB by the Minister for Agriculture and Co-operatives.

This project provides four technicians in agricultural marketing to be assigned to positions in the NAPE, or any successor organization. The assignment of these four technicians is based on the identification of major agricultural marketing problems and on the specific technical assistance request received from the Ministry in February 1971.

The key areas in which the technicians will work are: accounting, marketing, storage and marketing research. The technicians will hold regular operational positions in NAPB. These positions are:

1. Deputy Chief Accountant.
2. Deputy Marketing Manager.
3. Assistant to the Storage Manager (this position is for a technical expert on grain storage).
4. Senior Board Economist.

The provision of these technicians is intended to contribute to the solution of such marketing problems as: formulation of recommendations for appropriate price structure and reduction in the marketing costs per unit of product handled by NAPB. It will also assist NAPB in its problem of market development, both domestic and export.

IV. PROJECT ACTIVITIES

Technical assistance will be supplied to the National Agricultural Products Board in key areas of accounting, marketing, storage and marketing research. Four technicians will be provided whose duties include the training of personnel and inducing improvements in the performance of the NAPB.

The four technicians and their responsibilities are:

1. Deputy Chief Accountant

For the Cooperating Government or Agency

For the Agency for International Development

SIGNATURE:

DATE:

SIGNATURE:

DATE:

TITLE:

TITLE:

PROJECT AGREEMENT  
BETWEEN AID AND  
THE TREASURY

AN AGENCY OF THE GOVERNMENT OF  
THE UNITED REPUBLIC OF TANZANIA

1. Project/Activity No.  
621-11-150-099

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71-8

3.  Original or  
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3. Project/Activity Title  
AGRICULTURAL MARKETING DEVELOPMENT

The Deputy Chief Accountant will assist in the institution of improved accounting practices and the training of accounting personnel in their use. Included in the improvements are the institution of cost accounting practices for analyzing the feasibility of NAPB projects. Training will include on-the-job training of NAPB accounting employees and participant training.

2. Deputy Marketing Manager

The Deputy Marketing Manager will assist in revision and improvement of the marketing programs of the NAPB and in the training of personnel to administer the programs. Indicators of progress will include reduction in marketing costs per unit of product handled; reduction in produce losses in the marketing process; timely collection of products from upcountry buying points and prompt economical movement to consumers, processors, export buyers and into storage; and development of export sales for grains and other products which are not now major exports. Training will include on-the-job training of NAPB employees and participant training.

3. Assistant to the Storage Manager

The Assistant to the Storage Manager will develop improved methods of storage aimed at reducing losses and deterioration of grain and other products in storage. Indicators of progress will include institution of pest and rodent control measures, including fumigation, and introduction of improved handling methods for stored products. Training will include on-the-job training and participant training.

4. Senior Board Economist

The Senior Board Economist will be responsible for advising the General Manager and the Board (and indirectly the Minister for Agriculture and Co-operatives) on market analysis, prices and price structure, marketing programs (in co-operation with other senior officials of the Board's staff) and for feasibility studies. Indicators of progress will include adjustments made in phasing internal prices for grains and other products with an export potential toward export parity; shifts toward full cost accounting as a basis to establish realistic producer prices for individual products; shifts away from flat geographical and seasonal producer prices toward prices which make regional allowances for transport, storage and other costs; and utilization of the Senior Board Economist and his staff for market and feasibility analyses. Training will include on-the-job training and participant training.

For the Cooperating Government or Agency

For the Agency for International Development

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_  
TITLE: \_\_\_\_\_

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ANNEX A

PROJECT AGREEMENT  
GENERAL AND SPECIFIC

1. Project/Activity No.  
621-11-150,000  
2. Agreement No.  
71-8  
3. Project/Activity Title

PAGE 4 OF 7 PAGES

2.  Original or  
Reference No.

AN AGENCY OF THE GOVERNMENT OF  
THE UNITED REPUBLIC OF TANZANIA

AGRICULTURAL MARKETING DEVELOPMENT

V. U. S. GOVERNMENT CONTRIBUTION

A. Summary:

Subject to the annual availability of funds and mutually satisfactory progress toward objectives, this project is scheduled to continue for approximately nine years. During this period, the USAID will provide the services of technicians, commodities and participant training. The present Agreement provides FY 1971 funding for the initial phase of the project. Subject to the conditions specified above, subsequent funding will be added by annual supplements to this Agreement.

B. FY 1971 Contributions:	Total:	\$362,000
1. Personnel Services (contract):		\$330,000

Under funding provided in this Agreement, the USAID will contract for the services of the following four technicians and pay their salaries, allowances and benefits:

- (1) Deputy Chief Accountant.
- (2) Deputy Marketing Manager
- (3) Assistant to the Storage Manager
- (4) Senior Board Economist

2. Commodities:	\$ 16,000
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Three project vehicles and spare parts. The vehicles will be titled in the Government of Tanzania, which will be responsible for petrol, maintenance and servicing, but will remain under the administrative control of the AID-supplied personnel provided under this Agreement until no longer required for their support. At the later time, vehicles will be turned over to the Government of Tanzania.

3. Participant Training:	\$ 16,000
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These funds will provide for one year of training costs in the U.S. and a portion (London-U.S.-London) of international transportation for two Tanzanian citizens to be trained for service under this project.

For the Cooperating Government or Agency

For the Agency for International Development

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

TITLE: \_\_\_\_\_

TITLE: \_\_\_\_\_

PROJECT AGREEMENT

1. Project/Activity No.  
621-17-150-099

BETWEEN AID AND

2. Agreement No.  
71-8

3.  Original or  
Reproduction

THE TREASURY

3. Project/Activity Title

AGRICULTURAL MARKETING DEVELOPMENT

AN AGENCY OF THE GOVERNMENT OF  
THE UNITED REPUBLIC OF TANZANIA

PROAG  
CONTINUATION  
SHEET

ANNEX A

VI. GOVERNMENT OF TANZANIA CONTRIBUTION

A. Summary:

Subject to the annual availability of financial resources and mutually satisfactory progress toward achievement of project objectives, the Government of the United Republic of Tanzania agrees to make funds and personnel available as specified in the annual recurrent budget and the Second Five-Year Development Plan, and successor Plans, on a timely basis for effective project operations.

B. Specific Contributions Under the FY 1971 Agreement:

1. For support of U.S. project personnel, the Government of Tanzania will provide:

a. A cash contribution of 21,600 shillings per man-year for each U.S. project technician to be paid by the Ministry of Agriculture and Co-operatives into a Trust Account in Tanzania in the name of the U.S. Agency for International Development. This contribution will be used to meet local costs of AID-financed projects in Tanzania in accordance with the Trust Account Agreement between the Agency for International Development and the Government of the United Republic of Tanzania.

b. Housing and hard furnishings in accordance with the standards established by the Government of Tanzania as normally provided for Tanzanian Government employees of comparable rank. Since personnel provided under this Agreement will not receive direct compensation from the Tanzanian Government, housing and hard furnishings will be provided at no cost to the technicians.

c. Medical services, local transport, office facilities, and supplies, and secretarial services as normally provided for Tanzanian Government employees of comparable rank.

2. For support of training opportunities provided by the U.S. under the terms of this project, the Government of Tanzania agrees to nominate qualified and suitable candidates and to provide the internal Tanzanian and the Dar es Salaam-London-Dar es Salaam portion of international transportation costs, partial salary while in training and initial clothing allowances in keeping with normal Government procedures for USAID-financed trainees.

3. For support of project operations, the Government of Tanzania will provide maintenance, oil and petrol for the vehicles to be provided by the U.S. AID for use of U.S. personnel.

For the Cooperating Government or Agency

For the Agency for International Development

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_  
TITLE: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_  
TITLE: \_\_\_\_\_

PEOAG  
CONTINUATION  
SHEET

ANNEX A

PROJECT AGREEMENT

BETWEEN THE U.S. AID AND

THE TREASURY

AN AGENCY OF THE GOVERNMENT OF  
THE UNITED REPUBLIC OF TANZANIA

1. Project/Activity No.  
621-11-150-099

2. Agreement No.  
71-8

3. Project/Activity Title

PAGE 6 OF 7 PAGES

3.  Original or  
Revision No.

AGRICULTURAL MARKETING DEVELOPMENT

4. For support of the National Agricultural Products Board, all administrative/operational expenses of NAPB will be financed (estimated by MINAg to be approximately T.Shs. 7,100,000 per year).

VII. GENERAL PROVISIONS

A. The USAID-financed technicians recruited under this project will not be subject to transfer or reassignment outside this project. They will be supervised by the General Manager of the National Agricultural Products Board, or his designee.

B. The vehicles provided by the U.S. AID under this Agreement will be for official project use under the control of the USAID-financed technicians during the life of the project. The title to the vehicles will reside with the Government of Tanzania and the vehicles shall be turned over to the GCT on completion of the project.

C. Privileges and Immunities. The personnel provided by U.S. AID under this Agreement fall within the category of personnel described in Section 5 (d) of the Agreement for Technical Co-operation of February 8, 1968, between the United Republic of Tanzania and the United States of America. The basic privileges and immunities provided are as follows:

1. Duty-free import privileges of used personal effects for 90 days after arrival in Tanzania.

2. Duty-free import privileges of one motor vehicle, one refrigerator and one air-conditioning unit in accordance with the Customs Tariff (Remission of Customs Duties) (Technical Assistance Projects and Personnel) Order, 1970.

3. Currency exchange facilities afforded to officials of comparable rank in the Tanzania Government.

4. Exemption from taxation on the U.S. salary and emoluments.

5. Immunity from Tanzania's national service obligation for employes and their dependents.

6. Immunity from immigration restrictions and alien registration.

7. Exemption from the registration tax imposed by the Private Motor Vehicles Registration Tax, Act 1964.

For the Cooperating Government or Agency

For the Agency for International Development

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

TITLE: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

TITLE: \_\_\_\_\_

PROJG  
COORDINATION  
SHEET

ANNEX A

PROJECT AGREEMENT

between AID and

THE TREASURY

AN AGENCY OF THE GOVERNMENT OF

THE UNITED REPUBLIC OF TANZANIA

1. Project/Activity No.

691.17-150.000

2. Agreement No.

71-8

3. Project/Activity Title

AGRICULTURAL MARKETING DEVELOPMENT

3.  Original or

Revision No.

D. The U.S. AID-financed personnel provided under this Agreement will be protected against criminal prosecution and/or civil action arising from his official position as hereinafter provided.

1. When a criminal prosecution or civil action is instituted against any of the USAID-financed personnel provided under this Agreement as a result of his official position or of an act done or omitted in the course of his official duties, he will be at liberty to apply to the General Manager of the National Agricultural Products Board for assistance in his defense.

2. The General Manager of the National Agricultural Products Board, if satisfied that:

a. the act was done or omitted in good faith in the execution of the official duties of the USAID-financed technician concerned and was not in contravention of any departmental regulations or instructions; or

b. that the case is malicious and is brought solely on account of the official position which the technician holds; and

c. that it is in the public interest that the technician should be defended at Government expense;

will immediately report the matter to the Attorney General and ask for arrangement to be made for the technician's defense.

3. In making reports to the Attorney General under paragraph 2, the General Manager of the National Agricultural Products Board will include certificates in writing along the lines indicate in that paragraph.

4. If the Attorney General is satisfied that it is proper and just to do so, he will, with the consent of the technician concerned, arrange for his defense. The cost of his defense will then be met by the Government.

5. If in a case in which his defense has been arranged under paragraph (c) the technician loses the case and is required to pay any sum by way of damage, costs, fine or compensation, such payment will be made from public funds.

VIII. STANDARD PROVISIONS

Except to the extent modified by the preceding sections of this Agreement, or by the February 8, 1968 Agreement for Technical Co-operation between the Governments of the United Republic of Tanzania and the United States, the terms and conditions of the Standard Provisions Annex (copy attached) apply hereto.

For the Cooperating Government or Agency

For the Agency for International Development

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

TITLE: \_\_\_\_\_

TITLE: \_\_\_\_\_

AID 1330-1  
(C-08)

PRO AG

PROJECT AGREEMENT  
BETWEEN THE DEPARTMENT OF STATE, AGENCY FOR INTERNATIONAL DEVELOPMENT (AID),  
AN AGENCY OF THE GOVERNMENT OF THE UNITED STATES OF AMERICA, AND  
THE TREASURY

4p.

AN AGENCY OF THE GOVERNMENT OF THE UNITED REPUBLIC OF TANZANIA

The above-named parties hereby mutually agree to carry out a project in accordance with the terms set forth herein and the terms set forth in any annexes attached hereto, as checked below:

- PROJECT DESCRIPTION ANNEX A     FOREIGN CURRENCY STANDARD PROVISIONS ANNEX  
 STANDARD PROVISIONS ANNEX     SPECIAL LOAN PROVISIONS ANNEX

This Project Agreement is further subject to the terms of the following agreement between the two governments, as modified and supplemented:

- GENERAL AGREEMENT FOR TECHNICAL COOPERATION    DATE: 8 Feb. 1968  
 ECONOMIC COOPERATION AGREEMENT    DATE:  
 (other)    DATE:

1. PROJECT/ACTIVITY NO. 621-11-150-099    PAGE 1 OF 2 PAGES  
2. AGREEMENT NO. 71-8    3.  ORIGINAL OR REVISION NO. 1  
4. PROJECT/ACTIVITY TITLE  
AGRICULTURAL MARKETING DEVELOPMENT

5. PROJECT DESCRIPTION AND EXPLANATION  
(See Annex A attached)  
6. AID APPROPRIATION SYMBOL 72-1111004    7. AID ALLOTMENT SYMBOL 154-50-621-00-69-11

G. AID FINANCING	PREVIOUS TOTAL (A)	INCREASE (B)	DECREASE (C)	TOTAL TO DATE (D)
(a) Total	362,000	48,000		410,000
(b) Contract Services	(See page 2 for component breakdown.)			
(c) Commodities				
(d) Other Costs				
H. COOPERATING AGENCY FINANCING - DOLLAR EQUIVALENT	B1.00=			
(a) Total	(See Section VI.)			
(b) Technical and other Services				
(c) Commodities				
(d) Other Costs				

10. SPECIAL PROVISIONS (See Additional Conditions Sheet, if necessary)  
The purpose of this revision is to provide funds to assist in defraying the costs of constructing and furnishing Government Class A housing. The provisions of the original Project Agreement remain unchanged, except where modified, in Annex A attached hereto.

Mission Clearances:

PRM: \_\_\_\_\_

EXO: \_\_\_\_\_

CON:

A/DIR:

11. DATE OF ORIGINAL AGREEMENT: May 31, 1971    12. DATE OF THIS REVISION: May 31, 1971    13. ESTIMATED FINAL CONTRIBUTION DATE: December 31, 1973

14. FOR THE COOPERATING GOVERNMENT OR AGENCY: *[Signature]* Principal Secretary, Treasury    DATE: 31-5-71

15. FOR THE AGENCY FOR INTERNATIONAL DEVELOPMENT: *[Signature]* Director, USAID/Tanzania    DATE: May 31, 1971

AID 1950-1A  
(10-00)

PROAG  
CONTINUATION  
SHEET

XXXXX  
AGREEMENT

**PROJECT AGREEMENT  
BETWEEN AID AND  
THE TREASURY**

AN AGENCY OF THE GOVERNMENT OF  
THE UNITED REPUBLIC OF TANZANIA

1. Project/Activity No.  
621-11-150-099  
2. Agreement No.  
71-8  
3. Project/Activity Title

PAGE 2 OF 2 PAGES

3.  Original or  
Revision No. 1

AGRICULTURAL MARKETING DEVELOPMENT

AID Financing:

Details of U.S. Contribution by Cost Component and Method of Implementation

Cost Component Method of Implementation	Previous Total	Increase	Decrease	Total to Date
TOTAL	362,000	48,000		410,000
Personnel Services	//////////	//////////	//////////	////////
PASA Contract	330,000			330,000
Participants	//////////	//////////	//////////	////////
Direct AID PASA Contract	16,000			16,000
Commodities	//////////	//////////	//////////	////////
Direct AID PASA Contract	16,000			16,000
Other Costs	//////////	//////////	//////////	////////
Direct AID PASA Contract		48,000		48,000

For the Cooperating Government or Agency

For the Agency for International Development

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_  
TITLE: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_  
TITLE: \_\_\_\_\_

**PROJECT AGREEMENT  
BETWEEN AID AND  
THE TREASURY**

AN AGENCY OF THE GOVERNMENT OF  
THE UNITED REPUBLIC OF TANZANIA

1. Project/Activity No.  
621-11-750-009

2. Agreement No.  
71-8

3. Project/Activity Title

PAGE 1 OF 2 PAGES

3.  Original or  
Revision No. 1

AGRICULTURAL MARKETING DEVELOPMENT

(Sections I, II, III, IV, VI and VII remain unchanged by this Revision, with the exception that Section VII, STANDARD PROVISIONS, is renumbered to become Section VIII, STANDARD PROVISIONS.)

V. U.S. GOVERNMENT CONTRIBUTION

(The provisions of this section remain unchanged with the exception of the following modifications:)

B. FY 1971 Contributions:

TOTAL: \$406,000

4. Other Costs:

\$ 48,000

These funds are provided to assist in defraying the costs of constructing and furnishing Government Class A housing as described in Section VII, Special Provisions for Housing.

VII. SPECIAL PROVISIONS FOR HOUSING

The U.S.A.I.D. will provide up to \$48,000 under this Agreement to assist in defraying the costs of constructing and furnishing Government Class A housing to be built by and titled in the Government of Tanzania. The housing will be reserved for assignment by USAID to U.S.-financed technical personnel provided under this Agreement or other Project Agreements under the U.S. technical assistance program in Tanzania. When not otherwise occurred by or required for such personnel, the housing units shall also be available for assignment to the members of the staff attached to the U.S. AID Mission to Tanzania or its successor organizations.

Approximately one-half of the above sum (or T.Shs. 170,000) shall be considered as a ten-year, interest free credit repayable in Tanzanian shillings under terms specified herein. The balance of the \$48,000 will be considered as a grant to the Government of Tanzania requiring no repayment.

The Ministry of Communications, Transport and Labour will arrange for the building of the housing units. A minimum of four housing units will be built in accordance with this Project Agreement. Each housing unit will be constructed in accordance with plans and standards accepted and approved in advance by the U.S. AID Mission and will include a hot water heater and hot water plumbing, basic furnishings and equipment in accordance with the standards of Government Class A housing. The Government of Tanzania will provide the land, utility connections, hard surface access roads, road maintenance and maintenance and repair of the housing units and furnishings.

Payment or reimbursement to the Ministry of Communications, Transport

For the Cooperating Government or Agency

For the Agency for International Development

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_  
TITLE: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_  
TITLE: \_\_\_\_\_

**PROJECT AGREEMENT  
BETWEEN AID AND  
THE TREASURY**

AN AGENCY OF THE GOVERNMENT OF  
**THE UNITED REPUBLIC OF TANZANIA**

1. Project/Activity No.  
621-11-150-099

PAGE 2 OF 2 PAGES

2. Agreement No.  
71-8

3.  Original or  
Revision No. 1

3. Project/Activity Title

**AGRICULTURAL MARKETING DEVELOPMENT**

and Labour by the USAID) for the housing units constructed in accordance with this and associated Project Agreements between the USAID and the Government of Tanzania will be made on monthly certifications of work completed. The housing so provided will be titled in the Government of Tanzania but will be reserved for assignment by the USAID to USAID-supplied technicians under this or other USAID-financed projects and, where necessary, to official USAID personnel attached to the U.S.AID Mission to Tanzania as long as needed up to the end of the U.S. technical assistance program in Tanzania. At such time as the USAID determines that the housing units are no longer required for assignment exclusively to U.S. project or official personnel and so notifies the Government of Tanzania, the housing units will be available at the discretion of the Government of Tanzania for inclusion in the lists of housing units considered in the standard assignment procedures of the Government Class A housing pool.

In return for the U.S.-provided credit described herein, commencing December 31 of the first full calendar year following completion of the construction of each housing unit, the Government of Tanzania will pay annually to the USAID over a period of ten years for each housing unit constructed the sum of T.Shs. 4,250/- (approximately U.S. \$600) until total repayment per housing unit has reached the sum of T.Shs. 42,500 (approximately U.S. \$6,000). The payment herein described shall be made into a Trust Account in Tanzania in the name of the U.S. Agency for International Development and will be used to meet local costs of AID-financed projects in Tanzania in accordance with the Trust Account Agreement between the Government of the United Republic of Tanzania and the Agency for International Development.

In cases where the housing unit is occupied by U.S. project or official personnel who do not receive salary payments from the Government of Tanzania, for the period during which the housing unit was so occupied the USAID will refund annually to the Government of Tanzania the sum of T.Shs. 2,160 (which is the equivalent of ten per cent of the annual contribution of T.Shs. 21,600 which the Government of Tanzania normally makes to the USAID in lieu of direct salary payments for support of personnel). At such times when the housing unit is not occupied, for the purposes of calculating refundable amounts under this section, the unit will be considered to have been occupied by U.S. project or official personnel who do not receive salary payments from the Government of Tanzania. In all other cases, including those cases when the housing unit is occupied by U.S. project or official personnel who receive salary payments from the Government of Tanzania, rental shall be payable by the occupier to the Government of Tanzania in accordance with the occupier's terms of employment.

For the Cooperating Government or Agency

For the Agency for International Development

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

TITLE: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

TITLE: \_\_\_\_\_

PRO AG

PROJECT AGREEMENT  
BETWEEN THE DEPARTMENT OF STATE, AGENCY FOR INTERNATIONAL DEVELOPMENT (AID),  
AN AGENCY OF THE GOVERNMENT OF THE UNITED STATES OF AMERICA, AND  
The Treasury

PD-AAB-585

3p.

AN AGENCY OF THE GOVERNMENT OF The United Republic of Tanzania

The above-named parties hereby mutually agree to carry out a project in accordance with the terms set forth herein and the terms set forth in any annexes attached hereto, as checked below:

1. PROJECT/ACTIVITY NO.  
621-11-150-099 PAGE 1 OF 2 PAGES

2. AGREEMENT NO.  
72-3 3.  ORIGINAL OR  REVISION NO. 1

4. PROJECT/ACTIVITY TITLE

- PROJECT DESCRIPTION ANNEX
- FOREIGN CURRENCY STANDARD PROVISIONS ANNEX
- STANDARD PROVISIONS ANNEX
- SPECIAL LOAN PROVISIONS ANNEX

Agricultural Marketing Development

This Project Agreement is further subject to the terms of the following agreement between the two governments, as modified and supplemented:

GENERAL AGREEMENT FOR TECHNICAL COOPERATION DATE 8 Feb. 1968

5. PROJECT DESCRIPTION AND EXPLANATION  
(See Annex A attached)

ECONOMIC COOPERATION AGREEMENT DATE

6. AID APPROPRIATION SYMBOL 7. AID ALLOTMENT SYMBOL  
72-1121004 254-50-621-00-69-21

(other) DATE

8. AID FINANCING	PREVIOUS TOTAL (A)	INCREASE (B)	DECREASE (C)	TOTAL TO DATE (D)
(a) Total	19 400	12,090	3 000	28,490
(b) Contract Services	(See page 2 for component breakdown)			
(c) Commodities				
(d) Other Costs				

9. COOPERATING AGENCY FINANCING - DOLLAR EQUIVALENT	PREVIOUS TOTAL (A)	INCREASE (B)	DECREASE (C)	TOTAL TO DATE (D)
(a) Total	(See Section VI of original Project Agreement 71-8)			
(b) Technical and other Services				
(c) Commodities				
(d) Other Costs				

10. SPECIAL PROVISIONS (See Additional Guidelines Sheet, if necessary)

The purpose of this revision is to deobligate \$3,000 previously obligated for commodities and to increase participant funding by \$11,875. See Annex A this revision for details.

11. DATE OF ORIGINAL AGREEMENT	12. DATE OF THIS REVISION	13. ESTIMATED FINAL CONTRIBUTION DATE
November 11, 1971	June 28, 1972	October 31, 1974

14. FOR THE COOPERATING GOVERNMENT OR AGENCY	15. FOR THE AGENCY FOR INTERNATIONAL DEVELOPMENT
<i>[Signature]</i> Principal Secretary, Treasury	<i>[Signature]</i> Director, USAID, Tanzania

16. FOR THE COOPERATING GOVERNMENT OR AGENCY	17. FOR THE AGENCY FOR INTERNATIONAL DEVELOPMENT

18. SPECIAL PROVISIONS (See Additional Guidelines Sheet, if necessary)

19. SPECIAL PROVISIONS (See Additional Guidelines Sheet, if necessary)

20. SPECIAL PROVISIONS (See Additional Guidelines Sheet, if necessary)

21. SPECIAL PROVISIONS (See Additional Guidelines Sheet, if necessary)

22. SPECIAL PROVISIONS (See Additional Guidelines Sheet, if necessary)

23. SPECIAL PROVISIONS (See Additional Guidelines Sheet, if necessary)

24. SPECIAL PROVISIONS (See Additional Guidelines Sheet, if necessary)

25. SPECIAL PROVISIONS (See Additional Guidelines Sheet, if necessary)

Date 27-6-72

Date

Principal Secretary, Ministry of Agriculture  
General Manager, National Agricultural Board  
*[Signature]*

Principal Secretary, Ministry of Agriculture

Session  
Branches  
AGR  
PRM  
CONTR  
A/D

*[Signature]* 6/28/72  
Director, USAID, Tanzania

AID 1000-14  
(8-70)

PRO AG  
CONTRIBUTION  
SHEET

**PROJECT AGREEMENT**  
BETWEEN AID AND  
**The Treasury**

AN AGENCY OF THE GOVERNMENT OF  
**The United Republic of Tanzania**

1. Project/Activity No.  
**621-11-150-099**

PAGE 2 OF 2 PAGES

2. Agreement No.  
**72-3**

3.  Original or  
Revision No. **1**

3. Project/Activity Title

**Agricultural Marketing Development**

AID Financing

Details of U.S. Contribution by Cost Component and Method of Implementation

Cost Component Method of Implementation	Previous Total	Increase	Decrease	Total to date
TOTAL	19,400	12,090	3,000	28,490
Personnel Services	////////	////////	////////	////////
PASA Contract	----- -----	----- -----	----- -----	----- -----
Participants	////////	////////	////////	////////
Direct AID PASA Contract	16,400 ----- -----	12,090 ----- -----	----- ----- -----	28,490 ----- -----
Commodities	////////	////////	////////	////////
Direct AID PASA Contract	3,000 ----- -----	----- ----- -----	3,000 ----- -----	----- ----- -----
Other Costs	////////	////////	////////	////////
Direct AID PASA Contract	----- ----- -----	----- ----- -----	----- ----- -----	----- ----- -----

For the Cooperating Government or Agency

For the Agency for International Development

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_  
TITLE: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_  
TITLE: \_\_\_\_\_

AID 1350-1A (9-70)  <b>PRO AG</b> CONTINUATION SHEET  ANNEX <u>A</u>	<b>PROJECT AGREEMENT</b> BETWEEN AID AND <b>The Treasury</b>	1. Project/Activity No. <b>621-11-150-099</b>	PAGE <u>1</u> OF <u>1</u> PAGES
		2. Agreement No. <b>72-3</b>	3. <input type="checkbox"/> Original or <u>1</u> Revision No.
	AN AGENCY OF THE GOVERNMENT OF <u>The United Republic of Tanzania</u>	3. Project/Activity Title <b>Agricultural Marketing Development</b>	

All provisions of the original Project Agreement 71-8, dated May 31, 1971, as amended remain unchanged.

Annex A of Project Agreement 72-3, dated November 11, 1971, is amended to read as follows:

This Agreement provides FY 1972 funding as follows:

<u>FY 1972 U.S. Contributions:</u>	<u>Total</u>	<u>\$28,490</u>
1. Personnel Services (contract)		0
2. Participants		28,490

These funds provide for (a) the costs of one year of a graduate program in the United States for two participants (\$14,900).

(b) For the costs of a ten-month program in the U.S. for a third participant (\$11,125).

(c) A portion (London-U.S. London) of the International transportation costs for these three participants (\$2,250), and (d) For unexpected increase in costs to conclude training of participant currently in U.S. (\$215).

3. Commodities	0
4. Other Costs	0

For the Cooperating Government or Agency		For the Agency for International Development	
SIGNATURE: _____	DATE: _____	SIGNATURE: _____	DATE: _____
TITLE: _____		TITLE: _____	

PROJECT AGREEMENT  
BETWEEN THE DEPARTMENT OF STATE, AGENCY FOR INTERNATIONAL DEVELOPMENT (AID),  
AN AGENCY OF THE GOVERNMENT OF THE UNITED STATES OF AMERICA, AND  
THE TREASURY  
AN AGENCY OF THE GOVERNMENT OF THE UNITED REPUBLIC OF TANZANIA

AID A64-1  
PRO AG  
DATE  
5-6-73

The above-named parties hereby mutually agree to carry out a project in accordance with the terms set forth herein and the terms set forth in any annexes attached hereto, as checked below:

1. PROJECT/ACTIVITY NO.  
621-11-150-099

2. AGREEMENT NO.  
73-5

3.  ORIGINAL OR REVISION NO. 2  
4. PROJECT/ACTIVITY TITLE  
AGRICULTURAL MARKETING DEVELOPMENT

PROJECT DESCRIPTION ANNEX A  FOREIGN CURRENCY STANDARD PROVISIONS ANNEX  
 STANDARD PROVISIONS ANNEX  SPECIAL LOAN PROVISIONS ANNEX

This Project Agreement is further subject to the terms of the following agreement between the two governments, as modified and supplemented:

GENERAL AGREEMENT FOR TECHNICAL COOPERATION DATE Feb. 8, 1968

ECONOMIC COOPERATION AGREEMENT DATE

Trade DATE

5. PROJECT DESCRIPTION AND EXPLANATION  
(See Annex A attached)

6. AID APPROPRIATION SYMBOL 72-1131004 7. AID ALLOTMENT SYMBOL 354-50-621-00-69-31

8. AID FINANCING	PREVIOUS FISCAL YEAR (A)	INCREASE (B)	DECREASE (C)	TOTAL TO DATE (D)
<input checked="" type="checkbox"/> DOLLARS <input type="checkbox"/> LOCAL CURRENCY				
(a) Total	48,500	7,300	1,400	54,800

(b) Contract Services (See page 2 for component

(c) Commodities breakdown)

(d) Other Costs

9. COOPERATING AGENCY (BANKING - DOLLAR EQUIVALENT)

(a) Total

(b) Technical and other services (See Section VI of

(c) Commodities PROAG 71-8)

(d) Other Costs

10. SPECIAL PROVISIONS (Use Additional Copybook Sheet if necessary)

The purpose of this revision is to delete one year of training in development management in the United States for one Tanzanian, add training in Kenya for four Tanzanians, add funding for commodities, increase funding for other costs, and include funding under FIO/P 30017 per AIDFO A64 dated March 31, 1973.

11. DATE OF ORIGINAL AGREEMENT February 23, 1973 12. DATE OF THIS REVISION June 15, 1973 13. ESTIMATED FINAL CONTRIBUTION DATE November 30, 1975

14. FOR THE COOPERATING AGENCY (TANZANIA)  
SIGNATURE: *R. Kross* DATE: 15-6-73  
TITLE: PRINCIPAL SECRETARY, TREASURY

15. FOR THE AGENCY FOR INTERNATIONAL DEVELOPMENT  
SIGNATURE: *William D. Green* DATE: 6/18/73  
TITLE: DIRECTOR, USAID/TANZANIA

NATIONAL AGRICULTURAL PROJECTS BOARD  
 NATIONAL TREASURY  
 NATIONAL AGRICULTURE  
 NATIONAL FINANCE  
 NATIONAL COOPERATION  
 NATIONAL TRADE  
 NATIONAL BANKING  
 NATIONAL EQUIVALENT

AID 1550-1A (8-PB)  PRO AG CONTINUATION SHEET  ANNEX	<b>PROJECT AGREEMENT</b> BETWEEN AID AND <b>THE TREASURY</b> AN AGENCY OF THE GOVERNMENT OF <b>THE UNITED REPUBLIC OF TANZANIA</b>	1. Project/Activity No. 621-11-150-099	PAGE <u>2</u> OF <u>3</u> PAGES
		2. Agreement No. 73-5	3. <input type="checkbox"/> Original or Revision No. <u>2</u>
		3. Project/Activity Title AGRICULTURAL MARKETING DEVELOPMENT	

AID Financing  
Details of U.S. Contribution by Cost Component and Method of Implementation

Cost Component Method of Implementation	Previous Total	Increase	Decrease	Total of Date
TOTAL	48,500	7,300	1,000	54,800
Personnel Services	////////	////////	////////	////////
PASA Contract	_____	_____	_____	_____
Participants	////////	////////	////////	////////
Direct AID PASA Contract	28,000	_____	1,000	27,000
Commodities	////////	////////	////////	////////
Direct AID PASA Contract	_____	6,100	_____	6,100
Other Costs	////////	////////	////////	////////
Direct AID PASA Contract	20,500	1,200	_____	21,700

For the Cooperating Government or Agency  SIGNATURE: _____ DATE: _____ TITLE: _____	For the Agency for International Development  SIGNATURE: _____ DATE: _____ TITLE: _____
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AID 1550-1A (3770)  PRO AG CONTINUATION SHEET  ANNEX A	<b>PROJECT AGREEMENT          BETWEEN AID AND          THE TREASURY</b>	1. Project/Activity No. 621-11-150-099	PAGE 3 OF 3 PAGES
		2. Agreement No. 73-5	3. <input type="checkbox"/> Original or Revision No. 2
	AN AGENCY OF THE GOVERNMENT OF <b>THE UNITED REPUBLIC OF TANZANIA</b>	3. Project/Activity Title <b>AGRICULTURAL MARKETING DEVELOPMENT</b>	

Annex A of Project Agreement 73-5, dated February 23, 1973, is amended to read as follows:

UNITED STATES FY 1973 CONTRIBUTION

TOTAL: \$53,800

1. Personnel Services:

USAID Direct: Although not funded by this agreement the USAID will contribute the services of a direct-hire Agricultural Economist (United States) through provision of regular salary, allowances, and benefits. His local support and transportation will be charged under item 4 below.

2. Participant Training:

These funds provide for:

- a. First-year costs of academic training in the United States for three (3) Tanzanian participants and for a portion (London-United States-London) of the international transportation costs for these three participants. 21,000
- b. First-year costs of academic and/or technical training in Kenya of four (4) Tanzanians. 5,000

3. Other Costs:

These funds provide for:

- a. Supplemental costs necessary to assure completion of the housing units described in Section VIII, "Special Provisions for Housing", Revision 1, dated May 31, 1971, to Project Agreement 17-8. 12,000
- b. Miscellaneous support costs of the United States direct-hire project manager and of the contract technicians (Nairobi 3208, May 21, 1973) 9,700

4. Commodities:

These funds provide for miscellaneous project commodities including office equipment, technical books and vehicle spare parts. 6,100

For the Cooperating Government or Agency

For the Agency for International Development

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_  
 TITLE: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_  
 TITLE: \_\_\_\_\_

AID 1350  
(7-71)

DEPARTMENT OF STATE  
AGENCY FOR  
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1. Cooperating Country UNITED  
REPUBLIC OF TANZANIA

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2. PIG/T No.  
621-099-3-40034

3.  Original or  
Amendment No. 20

PIO/T

PROJECT IMPLEMENTATION  
ORDER/TECHNICAL  
SERVICES

4. Project/Activity No. and Title  
621-11-150-099  
AGRICULTURAL MARKETING DEVELOPMENT

DISTRIBUTION

5. Appropriation Symbol  
72-11X1023

6.A. Allotment Symbol and Charge  
402-50-621-00-69-41

6.B. Funds Allotted to:  
 A.I.D./W  Mission

Date  
 11 R SHEKAWO 3-5-1974  
 General Manager  
 National Milling Corporation

7. Obligation Status  
 Administrative Reservation  Implementing Document

8. Funding Period (Mo., Day, Yr.)  
Ongoing  
From To 3-31-75

9.A. Services to Start (Mo., Day, Yr.)  
Between On-going and

9.B. Completion Date of Services  
(Mo., Day, Yr.) 6-30-80

10.A. Type of Action  
 A.I.D. Contract  Cooperating Country Contract  Participating Agency Service Agreement  Other

10.B. Authorized Agent  
AID/Washington

Estimated Financing		(1)	(2)	(3)	(4)
		Previous Total	Increase	Decrease	Total to Date
\$1.00=					
11. Maximum A.I.D. Financing	A. Dollars		29,000		29,000
	B. U.S.-Owned Local Currency				
12. Cooperating Country Contributions	A. Counterpart				
	B. Other				

13. Mission References

14. Instructions to Authorized Agent

See Continuation Sheet Block 14.

ProAg 74-4

15. Clearances - Show Office Symbol, Signature and Date for all Necessary Clearances.

A. The specifications in the scope of work are technically adequate  
 Project Manager: Russell W. Bierman 4/23/74

B. Funds for the services requested are available  
 WWOJ  
 WFO: Ira J. Johnson, Jr.

C. The scope of work lies within the purview of the initiating and approved Agency Programs  
 PRM: Jack H. Francis

D. WWOJ  
 PRM: Arlene O'Reilly 4/23/74

E. WWOJ for Olen Hess  
 AGR: Olen Hess 4/23/74

F. WWOJ  
 A/DIR: Richard L. Podol 4/24/74

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to

17. For the Agency for International Development

18. Date of Signature

Signature and date: *R. Bierman* Btk May 1974  
 Title: Principal Secretary, Agriculture

Signature: *M. Podol*  
 Title: Director, USAID/Tanzania

5/16/74

AID 1350-1  
(9-70)

Cooperating Country THE UNITED  
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Project/Activity No. and Title  
621-11-150-099  
AGRICULTURAL MARKETING DEVELOPMENT

SCOPE OF WORK

19. Scope of Technical Services

A. Objective for which the Technical Services are to be Used

See continuation sheet, Block 19A

B. Description

See continuation sheet, Block 19B

C. Technicians

(1) (a) Number	(b) Specialized Field	(c) Grade and/or Salary	(d) Duration of Assignment (Month-Months)
one	Financial Analysis and Accounting		24
one	Marketing and Distribution		24
one	Storage and Transportation		24
one	Planning and Economic Analysis		24

(2) Duty Post and Duration of Technicians' Services

Dar es Salaam--24 months

(3) Language requirements

None

(4) Access to Classified Information: None--not required.

(5) Other

Contractor's nominees for the above fields require approval of the Director, USAID/Tanzania, and of the Government of Tanzania before entrance on duty.

See continuation sheet, Block 19-C for detailed job descriptions, duties, and qualifications.

(5) Dependents  Will  Will Not Be Permitted to Accompany Technician

D. Financing of Technical Services

(1) By AID - \$ 27,000

(2) By Cooperating Country --

AID 1380-1 (5-70)	Cooperating Country	THE UNITED REPUBLIC OF TANZANIA	PIO/T No.	621-099-3-40034	Page 3 of 20
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20. Equipment and Supplies (Related to the services described in Block 19 and to be procured outside the Cooperating Country by the supplier of these services)

A. (1) Quantity	(2) Description	(3) Estimated Cost	(4) Special Instructions
	Miscellaneous project materials, equipment, supplies, services, and training aids.	\$2,000	

B. Financing of Equipment and Supplies  
 (1) By AID - \$2,000  
 (2) By Cooperating Country -

21. Special Provisions

- A. This PIO/T is subject to AID (contracting) (~~PROCUREMENT~~) regulations.
- B. Except as specifically authorized by AID, or when local hire is authorized under the terms of a contract with a U.S. Supplier, services authorized under this PIO/T must be obtained from U.S. sources.
- C. Except as specifically authorized by AID/W, the purchase of commodities authorized under this PIO/T will be limited to the U.S. under Geographic Code 000.
- D. Other (specify):

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**AGRICULTURAL MARKETING DEVELOPMENT**

22. Reports by Contractor or Participating Agency (indicate type, content and format of reports required, including language to be used if other than English, frequency or timing of reports, and any special requirements)

The contractor shall be required to submit the following documents and reports:

A. To be distributed to AID/W (6 copies), USAID/Tanzania (3 copies) and the Government of Tanzania (12 copies):

1. Annual Work Plans. To be prepared in detail by each contract technician and submitted annually or as amended. Technicians should include in their individual work plans their long-term objectives within the project and interim target dates by which progress toward these objectives can be measured.

2. Annual Progress Report. The Contractor Chief of Party will prepare and submit an Annual Progress Report which may be a summary and compilation of the four quarterly reports prepared by each technician. It will also include the Chief of Party's comments on problems encountered and progress to date in achieving both the long- and short-term objectives of the project as stated in the PROP, ProAg, and the Annual Work Plans.

(See continuation sheet Block 22)

23. Background Information (Additional information useful to Authorized Agent and Prospective Contractors or Participating Agency; if necessary cross reference Block 19-C(4) above.)

1. A report sponsored jointly by the United Republic of Tanzania and the United States Agency for International Development under Contract AID/Afr-562 with Michigan State University by Herbert C. Kriesel, Charles K. Laurent, Carl Halpern, and Henry E. Larzelere, Agricultural Marketing in Tanzania--Background Research and Policy Proposals, June 1970. Available in USAID/Tanzania and AID/Washington.

2. The Non-Capital Project Paper (PROP) for this project, submitted to AID/W March 5, 1971. A revised PROP is now in preparation.

3. Project Agreement 74-4, dated

4. General information relating to environmental and living conditions is available from AID/Washington and USAID/Tanzania.

24. Relationship of Contractor or Participating Agency to Cooperating Country and to AID

A. Relationships and Responsibilities

(See continuation sheet Block 24)

B. Cooperating Country Liaison Official

General Manager, National Milling Corporation

C. AID Liaison Officials

USAID/Tanzania Project Manager

PIO/T

Project/Activity No. and Title  
621-11-150-099

AGRICULTURAL MARKETING DEVELOPMENT

LOGISTIC SUPPORT

25. Provisions for Logistic Support

A. Specific Items (Insert "X" in applicable column on right. If entry needs qualification, insert asterisk and explain below in C. "Comments")

	In Kind Supplied By		From Local Currency Supplied By	
	AID <sup>1/</sup>	Cooperating Country	AID	Cooperating Country
(1) Office Space		X		
(2) Office Equipment		X		
(3) Housing <del>REMOVED</del>		X		
(4) Furniture		X		
(5) Household Equipment (Stoves, Refrig., etc.)		X		
(6) Transportation in Cooperating Country		X		
(7) Interpreter Services		X		
Other: (8)				
(Specify) (9)				
(10)				
(11)				
(12)				
(13)				
(14)				
(15)				

B. Additional Facilities Available From Other Sources

1/ AID will provide no in-kind logistic support, but will provide U.S. Dollar allowances in lieu thereof as specified in Africa Bureau Procedures for the Compensation of OPEX Personnel (as revised August 31, 1972). Contract technicians on duty prior to the execution of this PIO/T will be converted to the above as their contracts are renewed. These allowances will permit each contract employee to supplement the support provided by the Government of Tanzania.

2/ Basic hard furnishings, including electric stove but no refrigerator, are provided from Tanzania Government stock. Furniture is usually used and modest; however, if required, the Tanzanian Government will usually authorize renovation.

C. Comments Each technician covered under this PIO/T will be granted leave by the Tanzanian Government as follows:

1. The Government shall grant the technician sick leave as and when this becomes necessary on the recommendation of a Medical Officer.
2. Each technician will be granted 56 calendar days leave during the period of his two year's engagement. This leave may be taken either at the end of the two year contract or in parts during the contract and at the end thereof. On re-engagement the technician will be given another 25 calendar days home leave. Timing of leave and days away from post will be determined by the Tanzanian Government employing Ministry or parastatal organization.

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DEPARTMENT OF STATE  
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PROJECT IMPLEMENTATION  
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AGRICULTURAL MARKETING DEVELOPMENT

Indicate block  
numbers.

Use this form to complete the information required in any block of a PIO or PA/PR form.

14.

AID/W is requested to execute a contract for the services as identified in Block 19. The terms of the Contract are to be in accordance with the Africa Bureau Procedures for the Compensation of OPEK Personnel (as revised August 31, 1972) for any new members of the contract team. The present team members will be converted to the above procedures as they return for second tours. The contract is to be negotiated with a U.S. firm (private or cooperative) engaged in the procurement, processing, storage, transport, and distribution of grain and manufactured or processed grain products, or with a management consultant firm competent in these fields. The Contractor is required to furnish technical back-stopping, as necessary for project implementation, and the services of short-term consultants when approved by the General Manager of NMC and the Director, USAID/Tanzania.

Subject to (1) the annual availability of funds and (2) an annual joint USAID/Tanzania evaluation which indicates mutually satisfactory progress toward objectives, the technical services to be provided are scheduled to continue for approximately nine years.

19-A

This project is designed to assist the National Milling Corporation (NMC) strengthen and improve the key areas of (1) financial analysis and accounting, (2) marketing and distribution, (3) storage and transportation, and (4) planning and economic analysis as a means of assisting the Tanzanian Government establish agricultural marketing and processing institutions which will help insure an adequate supply of basic foodstuffs for Tanzanian consumers and provide reliable markets for food grains produced by Tanzanian farmers.

19-B

The services to be provided by the contractor are summarized:

- a. Financial Analysis and Accounting: Development of a Tanzanian capability in NMC in financial analysis and accounting which will provide NMC management with prompt and accurate information on the current financial status of NMC and on the profitability of on-going operations, the profitability of proposed new operations, and projections of future financial status, incomes and expenditures. It is expected that the following will be included as required: (1) Balance Sheets, (2) income and expenditure statements, (3) operating and capital budgets, (4) cash flow analyses, and (5) cost analyses. On-the-job training of Tanzanians in the above is required.

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Indicate block  
numbers.

19-B

(continued)

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TITLE OF WORK

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621-11-150-099

AGRICULTURAL MARKETING DEVELOPMENT

Use this form to complete the information required in any block of a PIO or PA/PR form.

- b. Marketing and Distribution: Development of a Tanzanian capability in NMC in the fields of marketing and distribution of NMC products, including market development and product development. This will include preparation and implementation of improved marketing and distribution programs to include (1) transportation, (2) stocks, (3) consumer or market demand, (4) wholesale and retail outlets, (5) storage, and (6) costs of distribution. Development of new products, including nutritionally improved foods, and market testing of new products is expected to be an important part of the work. On-the-job training of Tanzanians in the above is required.
- c. Storage and Transportation: Development of a Tanzanian capability in NMC in the storage and transportation fields to include (1) drying and protection of stored grains from rodents and insects; (2) construction, repair, and maintenance of storage structures; (3) transportation of grain from producing areas to mills and consuming areas; and (4) planning of grain storage and transport facilities and operations to meet Tanzania's requirements. On-the-job training of Tanzanians in the above is required.
- d. Planning and Economic Analysis: Development of a Tanzanian capability in planning and economic analysis to include (1) annual and longer-term country food plans and balance sheets, (2) feasibility studies of proposed new ventures, (3) price policy and price analysis, (4) crop estimating, and (5) development plans for NMC. On-the-job training of Tanzanians in the above is required.

19-C

Each Contract technician will be supervised by the General Manager of the National Milling Corporation, or his designee, and by the Contractor, or the Contractor's Chief of Party in Tanzania. For the implementation of the Contractor assistance provided under this project, the Chief of Party, in his capacity as Chief of Party, is designated the counterpart of the General Manager, National Milling Corporation.

The National Milling Corporation (NMC) has, in agreement with USAID, established certain positions within NMC for the technicians supplied by USAID under this PIO/T. The job description or "Schedule of Duties and Responsibilities" for each position follows:

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PIO/T	PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	3. Project/Activity No. and Title 621-11-150-099 AGRICULTURAL MARKETING DEVELOPMENT	Account

Indicate block numbers. Use this form to complete the information required in any block of a PIO or PA/PS form.

19-C  
(continued)

THE NATIONAL MILLING CORPORATION  
SCHEDULE OF DUTIES AND RESPONSIBILITIES

DEPUTY CHIEF ACCOUNTANT

Responsible to: Chief Accountant

Basic Functions:

Provides guidance and expertise on all financial and accounting matters, including long range financial planning, budgeting, capital investment, cost accounting, forecasts of income and expenditure and financial requirements.

Responsible for:

Under the general supervision of the Chief Accountant who is available for consultation and advice and who will supply policy guidance and with considerable latitude for independent judgment within the established policy, as assigned by the Chief Accountant, the Deputy Chief Accountant will be responsible for performing the following duties:

1. Reviews and analyzes all accounts and financial matters of the corporation for the approval of the Chief Accountant to facilitate management of the corporate monies and provide satisfactory evidence of its overall performance.
2. Reviews and analyzes annual balance sheets, income and expenditure statements, and profit and loss statements covering the activities of NMC.
3. Evaluates cost controls and procurement procedures with an objective to lowering overhead and operating expenses and creating tight controls on the expenditure of revenue.
4. Periodically reviews financial and management performance of the corporate branches and subsidiaries and their administration of funds.
5. Report any deviation of actual expenditure or revenue from budget estimates and makes recommendations for corrective action.
6. On the basis of cost analysis recommends to NMC management expansion or contraction of various operations with a view to

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19-G

(continued)

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AGRICULTURAL MARKETING DEVELOPMENT

Use this form to complete the information required in any block of a PIO or PA/PR form.

increasing NMC profits and services to farmers and consumers.

7. Maintains a continuous cash flow analysis with a view to reducing cost to NMC of borrowed funds and increasing revenue from surplus funds.

8. Initiates necessary training programmes to upgrade accounting and management staff capabilities.

9. As requested by Chief Accountant analyzes management and accounting procedures, policies and controls, recommending improvement measures where deemed necessary.

10. Performs related duties as assigned.

Recommended Qualifications:

Education: A Master's Degree in Business Administration (with major emphasis in financial analysis and accounting) is recommended. Certification as a Certified Public Accountant is desirable.

Experience: A minimum of six years progressively responsible experience as Financial Analyst, Accounting Officer, Budget and Accounting Officer, Chief Accountant, Deputy Controller, Controller, or similar senior position in an agro-business firm engaged in the buying and selling of grain and grain products is recommended. The experience should have demonstrated managerial and executive ability in the financial analyses of ongoing and proposed ventures, the development of accounting systems and techniques (including, for example, balance sheets, income and expenditure statements, operating and capital budgets, cash flow analyses, and cost analyses), and in the supervision, direction, and training of accounting employees.

Some experience in a government agricultural marketing organization is desirable.

Some foreign experience (particularly in Africa) is desirable.

Other: Ability and willingness to engage in frequent field travel (often under bush conditions) is required.

Duty Station: Dar es Salaam.

CONTINUATION SHEET

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Indicate block numbers,  
19-C  
(continued)

Use this form to complete the information required to any block of a PIO or PA/PR form.

DEPUTY MARKETING MANAGER

Responsible to: Marketing Manager

Basic Functions:

Customer and market research, product research, packaging, pricing, and distribution. Sales organization, sales promotion and merchandising, storage, warehousing and inventory control of raw material and finished products. Customer credit control.

Responsible for:

Under the general supervision of the Marketing Manager, who is available for consultation and advice and who will provide policy guidance, and with considerable latitude for independent judgment within established policy, the Deputy Marketing Manager, as assigned by the Marketing Manager, will be responsible for performing, or assisting the Marketing Manager in performing the following duties within the interpretation of Government and the National Milling Corporation's marketing policy:

1. Initiating and carrying out research into customer and market demands and preferences and reporting to the Marketing Manager.
2. To look into and carry out research on customer reactions to particular products and reporting to the Marketing Manager.
3. To decide on packaging of various products and quantities. To investigate pricing of various commodities and packaging arrangements for their distribution and recommending to the Marketing Manager for decision.
4. To organize a Sales Department, field sales force, and lay down systems and procedures for their operation and control.
5. To arrange for sales promotion activities and lay down yardsticks for measurement of success or failure of such activities.
6. To arrange for advertisement and display of commodities.
7. To arrange for inventory control.

CONTINUATION  
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8. To arrange for adequate safety precautions for preventing theft and fire of all stock and that all stocks are insured against all types of loss, theft, destruction or risks.
9. To maintain and arrange for adequate transport for delivery of goods to customers at all times and maintain a system whereby delivery is effected according to their demands.
10. To ensure that proper records are maintained of all credit transactions and to ensure that outstandings are collected regularly.
11. To enquire and find out credit worthiness of customers.
12. To arrange and develop export market.
13. Establishing buffer stock for famine relief.
14. Keeping in touch with Trade Associations both local and overseas for the assessment of prices and market conditions.
15. Serves as Acting Marketing Manager in the absence of the Marketing Manager.
16. Performs related duties as assigned, including training programs to upgrade marketing and distribution staff capabilities.

Recommended Qualifications:

Education: A Bachelor's Degree in Business Administration with a major in marketing or distribution is recommended. A Master's Degree is desirable.

Experience: A minimum of six years progressively responsible experience in a non-government business firm (private or cooperative) engaged in the processing and marketing of food products (particularly food grain products) is recommended. The experience should have included proven success in marketing (sales and distribution) of food products, including market development of sales and distribution organization, research into market and consumer demand, and development of new products. Executive and managerial experience in the above fields is recommended. Some experience in export marketing is desirable. Some experience in developing nutritionally improved food products is desirable.

AJD 1300-1 (7-89)

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Income

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AGRICULTURAL MARKETING DEVELOPMENT

Indicate block numbers.

19-G

(continued)

Use this form to complete the information required in any block of a PIO or PA/PR form.

Some foreign experience (particularly in Africa) is desirable.

Other: Ability and willingness to engage in frequent field travel (often under bush conditions) is required.

Duty Station: Dar es Salaam

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Indicate block numbers. 19-C (continued)	Use this form to complete the information required in any block of a PIO or PA/PR form.			

DEPUTY STORAGE AND TRANSPORT MANAGER

Responsible to: Storage and Transport Manager

Basic Functions:

Develops and ensures effective storage and transport procedures and standards throughout National Milling Corporation and directs storage and transport activities in such a manner that at any moment there is sufficient storage space and transport for raw materials and finished products.

Responsible for:

Under the general supervision of the Storage and Transport Manager, who is available for consultation and advice and who will supply policy guidance, and with considerable latitude for independent judgment within established policy, the Deputy Storage and Transport Manager, as assigned by the Storage and Transport Manager, will be responsible for performing, or assisting the Storage and Transport Manager in performing the following duties:

1. Administration and proper running of storage and transport department.
2. Develop and execute improved methods of storage both of raw materials and finished products as well as methods of handling produce through use of proper handling aids.
3. Develop proper and requisite pest control and fumigation methods for NMC's produce and procure requisite materials for the carrying out of such tasks.
4. Draw up instructions related to storage, pest control, and fire fighting equipment and keep them reviewed when necessary for the use by NMC and the main agents and to enforce compliance of these instructions.
5. Liaise with Research Institute regarding disinfection and pest control on produce storage in NMC godowns and ensure that all stores officers exercise utmost care in pest control and fumigation of all raw materials and finished products.
6. Draw the attention of Management on storage required as per yearly crop estimates and also transport facilities required.

AID 1500-1 (7-22)

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AGRICULTURAL MARKETING DEVELOPMENT

Indicate block  
numbers.

Use this form to complete the information required in any block of a FIO or PA/PR form.

19-C  
(continued)

7. Liaise with Technical Manager for maintenance and repairs of NMC and warehouses.
8. Ensure that there are adequate fumigation chemicals for use as and when required by fumigation units.
9. Establish minimum vehicle requirements for moving finished products to sales depots and also raw materials from stores to mills.
10. Organise movement of raw materials from farmers to branches and depots.
11. Keep inventories of all vehicles and spare and records all capital and revenue expenditure of all vehicles.
12. Hire outside transport when necessary.
13. Serves as Acting Storage and Transport Manager, in the absence of the Storage and Transport Manager.
14. Performs related duties as assigned, including training programmes to upgrade storage and transportation staff capabilities.

Recommended Qualifications:

Education: A Bachelor's Degree in agricultural engineering, agricultural entomology, agricultural marketing, or other field related to storage of grain and farm products and their transportation is recommended.

Experience: A minimum of six years experience in grain and other farm products storage and transport operations is recommended. The experience should have demonstrated technical competence in formulating and directing pest control (including rodent control) and fumigation operations in grain and also technical competence in directing grain handling and storage operations. Experience at directing transport of grain and formulating transport plans for moving grain from producing areas to godowns or mills is recommended. Executive and managerial experience in the above fields is recommended. Some foreign experience (particularly in Africa) is desirable.

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621-11-150-099  
AGRICULTURAL MARKETING DEVELOPMENTIndicate block  
numbers.  
19-C

(continued)

Use this form to complete the information required in any block of a PIO or PA/PR form.

If difficulty is found in obtaining the recommended competence and experience in both storage and transport in one individual, priority should be given to technical competence and experience in the storage area.

Other: Ability and willingness to engage in frequent field travel (often under bush conditions) is required.

Duty Station: Dar es Salaam.

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FORM SYMBOL		PIO/T	2. Project/Activity No. and Title 621-11-150-099 AGRICULTURAL MARKETING DEVELOPMENT	
	PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES			

Indicate block  
numbers.

19-G

(continued)

Use this form to complete the information required in any block of a PIO or PA/PR form.

DEPUTY DEVELOPMENT AND FINANCIAL DIRECTOR

Responsible to: Development and Financial Director

Basic functions:

Conducts analyses of the National Milling Corporation operations for top management of NMC and for policy officials of the Ministry of Agriculture, including market analyses, price analyses and price policy, marketing programmes, costings and feasibility studies. Prepares reports of analyses and statistics for use of management. Prepares in cooperation with other senior NMC officers development plans for increasing NMC's service and profit opportunities.

Responsible for:

Under the general supervision of the Development and Financial Director, who is available for consultation and advice, and who will supply policy guidance, and with considerable latitude for independent judgment within established policy, the Deputy Development and Financial Director, as assigned by the Development and Financial Director, will be responsible for performing, or assisting the Development and Financial Director in performing the following duties:

1. Market Analysis:

Investigation and reporting on world and local markets into which the NMC can sell its products and from which NMC can purchase raw materials to the greatest advantage to the nation.

2. Price Analysis and Price Policy:

Analysis of the price structure for all farm products purchased by NMC in Tanzania or from abroad and of the price structure for all NMC products sold in Tanzania or abroad (particularly staple foods including maize, maize meal, paddy, rice, wheat, and wheat flour). Formation of recommended price policy (particularly for staple foods), including recommended prices to be charged by NMC in selling to Tanzanian consumers and abroad for consideration by NMC Management.

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Indicate block  
numbers.

Use this form to complete the information required in any block of a PIO or PA/PR form.

19-G  
(continued)

3. Purchasing Programme:

In cooperation with the Supplies Manager, the Marketing Manager, and the Chief Accountant will formulate improved programme for purchasing farm products (particularly staple food crops) with a view to reducing costs and margins between the farmer and the consumer for the benefit of both. In general the aim of the improved programme will be to give the farmer a larger return without raising costs to the final consumer by reducing marketing costs and margins, including costs and margins of NMC agents, to the barest minimum.

4. Sales Programme:

As required will assist the Marketing Manager formulate improved programmes for selling the products of NMC.

5. Costings:

Preparation of costings in full and close collaboration with the Chief Accountant, the Marketing Manager and the Supplies Manager for all farm products purchased by NMC and for all products sold by NMC. Prepares reports and analyses of costings and presents them to the Development and Financial Director.

6. Feasibility Studies and Analyses:

Prepares economic feasibility studies and analyses of ongoing and proposed operations of NMC including particularly new ventures. Prepares reports of studies and analyses for use by NMC.

7. Development Plans:

Prepares development plans for new projects or new ventures including costs, returns and forecasts of profitability; develops and supervises the preparation of annual and long range financial plans, including development budgets and projected income, expenditures, profits, capital investment and cash flow estimates.

AID 1900-1 (7-68)	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	<input type="checkbox"/> Worksheet	<input checked="" type="checkbox"/> Form	PAGE 1 OF 20 PAGES
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PJO/T	PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	3. Project/Activity No. and Title		621-11-150-099 AGRICULTURAL MARKETING DEVELOPMENT

Indicate block numbers.  
19-C  
(continued)

Use this form to complete the information required in any block of a PJO or PA/PR form.

8. Collaborates with responsible officers in the preparation of estimated financial costs and returns of ongoing, new or proposed ventures and projects with periodic reviews of progress.
9. Participates, as requested by the Development and Financial Director, in negotiations of grants, loans and other financial arrangements with international development organizations and foreign government agencies providing project assistance to the National Milling Corporation.
10. Performs related duties as assigned, including training programmes to upgrade the planning and economic analysis staff capabilities.

Recommended Qualifications:

Education: A Master's Degree in Economics is recommended with emphasis or major field in development planning, price analysis, financial analysis, feasibility studies, or market analysis. A Doctor's Degree is desirable. A Master's Degree in Business Administration with emphasis on financial and economic analysis is also acceptable.

Experience: A minimum of six years progressively responsible experience in economic and financial analyses related to marketing, processing, and distribution of food grains and food grain products is recommended. The experience should have demonstrated technical competence in agro-business development planning, economic analysis, financial analysis, food plans and balance sheets, feasibility studies (discounted costs and returns, benefit-cost ratios, internal rates of return, cash flow analyses, sensitivity analyses), and program or project development and planning, including break-even analysis and network analysis (PERT--Program Evaluation and Review Technique; CPM--Critical Path Method; LOB--Line of Balance Method). Executive or managerial experience in the above fields is desirable and teaching experience will be helpful. The recommended experience may have been obtained in a private, government or cooperative organization or in a university. Some foreign experience (particularly in Africa is desirable.

Other: Ability and willingness to engaged in frequent field travel (often under bush conditions) is required.

Duty Station: Dar es Salaam

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AGRICULTURAL MARKETING DEVELOPMENT

Indicate block  
numbers.

19-G

(continued)

Use this form to complete the information required in any block of a PIO or PA/PR form.

CHIEF OF PARTY

The Contractor will designate one of the technicians listed above to serve as the Contractor's Chief of Party. The Chief of Party will represent the Contractor in Tanzania in regard to the contract issued pursuant to this PIO/T and in regard to Project 621-11-150-099, Agricultural Marketing Development. As delegated and assigned by the Contractor, the Chief of Party will:

1. Provide guidance, direction, counseling, assistance, supervision, and coordination to Contractor technicians.
2. Arrange for needed technical backstopping for Contractor technicians. (See Block 14)
3. Serve as Contractor liaison with USAID/Tanzania and with the National Milling Corporation.
4. Handle administrative matters for the Contractor, including work plans and reports. (See Block 22)

22. A.

3. Final Contractor Report: To include a review of project accomplishments, problems encountered, and recommendations for future activities--all in relation to specifically stated objectives or targets. The draft Final Report, which must be approved by USAID/Tanzania, will be due within 60 days after completion of technician services under this contract.

- B. To be distributed to AID/W (six copies) and to USAID/Tanzania (three copies):

Quarterly Financial Reports: To include expenditures under the contract to date on an accrued basis and projected expenditures for the next 12 months.

- C. Each Contract technician will submit a quarterly report of activities through the General Manager, NMC and the Contractor Chief of Party to the Principal Secretary, Ministry of Agriculture, and to the Director, USAID/Tanzania. Each quarterly report will include an informative review of work accomplished, problems encountered, activities planned for the succeeding quarter, all in relation to the technician's Work Plan. Copies of important papers, reports, analyses, and plans prepared by the technician will be attached to the quarterly report.

DEPARTMENT OF STATE  
AGENCY FOR  
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PROJECT IMPLEMENTATION  
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3. Project/Activity No. and Title

621-11-150-099

AGRICULTURAL MARKETING DEVELOPMENT

Indicate block  
numbers.

Use this form to complete the information required in any block of a PIO or PA/PR form.

24.

A. Relationships and Responsibilities:

Each Technician recruited under this PIO/T will be appointed as a Tanzanian Government Officer and will be assigned, in agreement with USAID/Tanzania, by the General Manager, National Milling Corporation (NMC) to a position in NMC suitable to his duties and qualifications. The technicians will not be subject to transfer or reassignment outside this project.

USAID/Tanzania project responsibilities will be exercised by the USAID Project Manager who will, from time to time, review the duties, assignment, responsibilities, accomplishments, and performance of each technician and may make comments and recommendations to the technician, the Chief of Party, or the General Manager, NMC.

AID 1150-1 (7-71)	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	1. Cooperating Country UNITED REPUBLIC OF TANZANIA	Page 1 of 1 Page 2p.
	PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	2. PIO/T No. 621-099-3-50007	3. <input checked="" type="checkbox"/> Original or Amendment No.
PIO/T		4. Project/Activity No. and Title 621-11-150-099 AGRICULTURAL MARKETING DEVELOPMENT	

2-12-1974 Date 3rd Dec 1974 Date General Manager, National Milling Corporation Principal Secretary, Min. of Agri.	5. Appropriation Symbol 72-11X1023	6.A. Allotment Symbol and Charge 1.02-50-621-00-69-51	6.B. Funds Allotted to: <input type="checkbox"/> A.I.D./V <input type="checkbox"/> Mission
	7. Obligation Status <input type="checkbox"/> Administrative Reservation <input checked="" type="checkbox"/> Implementing Document	8. Funding Period (Mo., Day, Yr.) From 1-1-75 to 3-31-76	
	9.A. Services to Start (Mo., Day, Yr.) Between Ongoing and	9.B. Completion date of Services 3-30-80	

10.A. Type of Action <input checked="" type="checkbox"/> A.I.D. Contract <input type="checkbox"/> Cooperating Country Contract <input type="checkbox"/> Participating Agency Service Agreement <input type="checkbox"/> Other				
10.B. Authorized Agent AID/Washington				
Estimated Financing				
	(1) Previous Total	(2) Increase	(3) Decrease	(4) Total to Date
\$1.00=				
11. Maximum A.I.D. Financing	A. Dollars	274,000		274,000
	B. U.S.-Owned Local Currency			
12. Cooperating Country Contributions	A. Counterpart			
	B. Other			

13. Mission Reference  
Ag 72-5

14. Instructions to Authorized Agent  
This PIO/T provides FY 1975 funding to cover the ACDI contract (AID/Afr 832) for a period of 12 months. Funds added herein are for personnel costs.

15. Clearances - Show Office Symbol, Signature and Date for all Necessary Clearances.

A. The specifications in the scope of work are technically adequate. RWB 11/2/74	B. Funds for the services requested are available. MFO: Ira J. Johnson, Jr. Dec 11/11/74
C. The scope of work lies within the purview of the initiating and approved Agency Programs. J. Francis 11/2/74	D. [Signature] 11/2/74
PRM: Jack Francis	PRM: Arlene O'Reilly
E. [Signature] 11/2/74	F. A/D: Richard L. Podol [Signature]
F&A: Jack M. Cornelius	

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to See above in Margin Signature and date: Title: Principal Secretary, Ministry of Agriculture	17. For the Agency for International Development Signature: Vernon C. Johnson Title: Director, USAID/Tanzania	18. Date of Signature Dec. 13, 1974
--	---	--

AID 1330-1  
(9-70)

DEPARTMENT OF STATE  
AGENCY FOR  
INTERNATIONAL DEVELOPMENT

1. Cooperating Country **United  
Republic of Tanzania**

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PIO/T

**PROJECT IMPLEMENTATION  
ORDER/TECHNICAL  
SERVICES**

2. PIO/T No.  
**621-099-3-50007**

3.  Original or  
Amendment No. **2**

4. Project/Activity No. and Title  
**621-11-150-099  
Agricultural Marketing Development**

DISTRIBUTION

5. Appropriation Symbol  
**72-11X1023**

6. A. Allotment Symbol and Charge  
**402-50-621-00-69-63**

6. B. Funds Allotted to:  
 A.I.D./W  Mission

7. Obligation Status

Administrative Reservation  Subobligation

8. Funding Period (Mo., Day, Yr.)  
From **4-1-75** to **3-31-76**

9. A. Services to Start (Mo., Day, Yr.)  
Between **ongoing** and

9. B. Completion date of Services  
(Mo., Day, Yr.) **6-30-80**

10. A. Type of Action  
 A.I.D. Contract  Cooperating  
Country Contract  Participating Agency  
Service Agreement Other

10. B. Authorized Agent  
**AID/W**

Estimated Financing		(1)	(2)	(3)	
		Previous Total	Increase	Decrease	Total
11. Mission A.I.D. Financing	A. Dollars	110,000	10,000		120,000
	B. U.S.-Demed Local Currency				
12. Cooperating Country Contributions	A. Counterpart				
	B. Other				

13. Mission Reference

75-5/1

2862

14. Instructions to Authorized Agent: This PIO/T amendment provides additional funds to Contract No. AID/afr-832 to cover the cost of extending the current tour of Mr. Roger Newburn, Deputy Storage and Transport Manager assigned to the National Milling Corporation, for three (3) months. This extension is through December 31, 1975. Mr. Newburn's current contract expires on or about October 1, 1975. These are a portion of unused FY 1975 Direct-AID participant funds shifted to more adequately facilitate project implementation.

Clearances - Show Office Symbol, Signature and Date for all necessary Clearances.

A. The specializations in the scope of work are technically adequate  
Proj. Manager: Edward W. Williams 8/8/75

B. Funds for the project are available.  
M/FO: Ira J. Johnson, Jr. 8/12/75

C. The scope of work lies within the purview of the initiating office and approved Agency Programs  
FRM: Arlene O'Reilly 8/8/75

D. FRM: Jack M. Cornelius

E. FRM: Jack Francis 8/9/75

For the cooperating country: The terms and conditions herein are hereby agreed to

(no signature necessary)

17. For the Agency for International Development

Signature: **Vernon C. Johnson**  
Vernon C. Johnson

Title: Director, USAID/Tanzania

Date of Issuance  
8/13/1975

30-1  
 701  
 P/O/T

DEPARTMENT OF STATE  
 AGENCY FOR  
 INTERNATIONAL DEVELOPMENT

1. Cooperating Country United Republic of Tanzania  
 2. P/O/T No. 621-099-3-50066  
 3.  Original or Amendment No. 194  
 4. Project/Activity No. and Title  
 621-11-150-099  
 Agricultural Marketing Development

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PROJECT IMPLEMENTATION  
 ORDER/TECHNICAL  
 SERVICES

DISTRIBUTION

5. Appropriation Symbol 72-11X1023  
 6. A. Attachment Symbol and Charge 402-50-621-00-69-51  
 6. B. Funds Allotted to:  A.I.D./W  Mutual  
 7. Obligation Status Implementing Documents (C)  RESEARCH  
 8. Funding Period (Mo., Day, Yr.) From 4/1/75 to 3/31/76  
 9. A. Service to Start (Mo., Day, Yr.) ongoing and  
 9. B. Completion date of Services (Mo., Day, Yr.) 6/30/80  
 10. A. Type of Action  A.I.D. Contract  Country Contract  Participating Agency  Barter Agreement  
 10. B. Authorized Agent

*Atulya*  
 date 6/30/75  
*land*  
 National  
 Agricultural Products Export Corporation  
 General Manager, General

Estimated Financing		(1)	(2)	(3)	(4)
		Previous Total	Increase	Decrease	Final Date
11.	Multilateral A.I.D. Financing	A. Dollar	164,000		164,000
		B. U.S.-Owned Local Currency			
12.	Cooperating Country Contributions	A. Commodity			
		B. Other			

14. Instructions to Authorized Agent  
 This P/O/T provides funds to finance a new contract with ACDI for the services described herein. This contract supersedes Contract No: ATD/afr 832 and should be negotiated on the basis of General Provisions 1420-230 (9-73) and Additional General Provisions 1420-230 (9-73) of the Cost Reimbursement Contract. The contractor is required to furnish technical services as required to accomplish the objective of this project. (See Block 19), including overall planning and administration; supervision, direction, and technical backstopping of contractor personnel and the services of short-term consultants when approved by the appropriate TanGov official(s) and the Director, USAID/Tanzania.

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 P/O/T 50007  
 Amendment  
 No: 1.

15. *Consent* - Show Office Symbol, Signature and Date for all Necessary Clearances.  
 16. Funds for the project are available  
 Edward W. Williams, Project Manager  
 Ira J. Johnson, Jr., M/FO 6/26/75  
 17. Funds for the project are available  
 L. Arlene O'Reilly, P&E  
 Jack R. Francis, FRM 6/26/75  
 John M. Cornelius, P&A

18. For the cooperating country: The terms and conditions are hereby agreed to  
 Signature and date: *M. Owen* 5th July 1975  
 Title: Principal Secretary, Min. of Agr.  
 19. For the Agency for International Development?  
 Signature: *Richard L. Podol*  
 Title: A/Director, USAID/Tanzania  
 20. Date of Issuance: July 5, 1975

## SCOPE OF WORK

## 19. Scope of Technical Services

## A. Objective for which the Technical Services are to be Used

See continuation sheet, Block 19-A

## B. Description

See continuation sheet, Block 19-B

## C. Technicians

(1) (a) Number	(b) Specialized Field	(c) Grade and/or Salary	(d) Duration of Assignment (Plus Months)
1	Finance and Management		12
1	Economic Analysis		24
1	Storage and Transport		24
1	Marketing		24

## (2) Duty Post and Duration of Technicians' Services

Dar es Salaam

## (3) Language requirements

None

## (4) Access to Classified Information

None -- not required

- (5) Contractor's nominees for the above fields require the approval of the Director, USAID/Tanzania, and of the Government of Tanzania before entrance on duty.

(See continuation sheet, Block 19-C for detailed job descriptions, duties and qualifications).

## (8) Dependents

 Yes No

Be Permitted to Accompany Technician

## D. Financing of Technical Services

(1) By AID - \$ 164,000

(2) By Cooperating Country -

AID 1350-1 (2-70)	Cooperating Country United Republic of Tanzania	PIO/T No. 621-099-3-50066	Page 3 of 16 Pages
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20. Equipment and Supplies (Related to the services described in Block 19 and to be procured outside the Cooperating Country by the supplier of those services)

A. (1) Quantity (2) Description (3) Estimated Cost (4) Special Instructions

Small commodity requirement purchased by USAID

B. Financing of Equipment and Supplies

(1) By AID -- None

(2) By Cooperating Country --

C. Special Provisions

A. This PIO/T is subject to AID (contracting) ~~REGULATIONS~~ regulations.

B. Except as specifically authorized by AID, or when local law is authorized under the terms of a contract with a U.S. Supplier, services authorized under this PIO/T must be obtained from U.S. sources.

C. Except as specifically authorized by AID/T, the purchase of commodities authorized under this PIO/T will be limited to the U.S. under Geographic Code 000.

D. Other (specify):

PIO/T

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Agricultural Marketing Development

Reports by Contractor or Participating Agency (Indicate type, content and format of reports required, including language to be used if other than English, frequency or timing of reports, and any special requirements)

The Contractor shall be required to submit the following documents and reports:

- a. To be distributed to AID/W (6 copies), USAID/Tanzania (3 copies), and the Government of Tanzania (12 copies):
  - (1) Annual Work Plans: To be prepared in detail by each contract technician and submitted annually or as amended through the Contractor Team Leader. The first work plan by each technician is due within 60 days of taking up his position in Tanzania. Each technician should include in his work plan his long-term objectives within the project and interim target dates by which progress toward these objectives can be measured. The work plan will be cleared with the appropriate Government of Tanzania parastatal official and the USAID Project Manager.
  - (2) Quarterly Technician Report: Each contract technician will submit a quarterly report of activities through the Contractor Team Leader and the General Manager of NMC/GAPEX, who shall forward to the Principal Secretary, Ministry of Agriculture and the Director, USAID/Tanzania. Each quarterly report will include an informative review of work accomplished, problems encountered, activities planned for the succeeding quarter, all in (see continuation sheet Block - 22)

Background Information (Additional information useful to Authorized Agent and Respective Contractors or Participating Agency; if necessary cross reference Block 19.C(4) above.)

1. A report sponsored jointly by the United Republic of Tanzania and the United States Agency for International Development under Contract AID/afr-562 with Michigan State University by Herbert G. Kriesel, Charles K. Laurent, Carl Halpern, and Henry E. Larzelere, Agricultural Marketing in Tanzania - Background Research and Policy Proposals, June 1970. Available in USAID/Tanzania and AID/Washington.
2. The Non-Capital Project Paper (PROP) for this project, submitted to AID/W March 5, 1971. A revised PROP is now in preparation.
3. Project Agreement 75-5 dated December 13, 1974.
4. General information relating to environmental and living conditions is available from AID/Washington and USAID/Tanzania.

22. Relationship of Contractor or Participating Agency to Cooperating Country and to AID

A. Relationships and responsibilities

See Continuation Sheet, Block 24-A

Cooperating Country Liaison Official

General Manager, National Milling Corporation

General Manager, General Agricultural Products Export Corporation

C. AID Liaison Officials

USAID/Tanzania, Project Manager

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Agricultural Marketing Development

LOGISTIC SUPPORT

25. Provisions for Logistic Support

A. Specific Items (Insert "X" in applicable column at right. If entry needs qualification, insert asterisk and explain below in C. "Comments")

	In Kind Supplied By		From Local Currency Supplied By	
	MO	Cooperating Country	AID	Cooperating Country
(1) Office Space		X		
(2) Office Equipment		X		
(3) Housing and Utilities		X		
(4) Furniture	X 1/	X 2/		
(5) Household Equipment (Stoves, Refs, etc.)	X 2/	X		
(6) Transportation in Cooperating Country		X 3/		
(7) Interpreter Services		X		
(8) P. O. V.	X 4/			
(9)				
(10)				
(11)				
(12)				
(13)				
(14)				
(15)				

B. Additional Facilities Available From Other Sources

1/ Basic hard furniture, including kitchen stove (cooker) and maintenance as required, are provided from the appropriate Tanzanian Government Parastatal Organization stock. Furniture is usually modest, however, if required the Government will authorize renovation.

Supplemental furniture as required and available will be provided by US TO.

Project vehicles are furnished by USAID; titled in the name of the appropriate Tanzanian Government institution; and petrol and maintenance provided by the institution holding the title to the vehicle.

Shipment of one vehicle per employee is permitted.

(see continuation sheet, block 25-B)

Comments

Each contractor technician will be granted twenty-eight (28) calendar days leave per year, with an additional twenty-five (25) calendar days between tours when contractor employee is returning for an additional tour. The leave may be taken separately or added together. However, the employee cannot be away from post for more than forty-five (45) calendar days at any one time. Any alteration to this section must be agreed to by the parties involved (TanGov, USAID, Contractor).

USAID Supplementary furniture

Item	Number
Refrigerator	4
Freezer	4
Washing Machine	4
Air Conditioner	12
Hot Water Heater	4
Transformer	12
Bed and Mattress	24
Lamp	24
Water Filter	4
Dryer	4

1000-1 (7-89)

CONTINUATION  
SHEET

FORM SYMBOL

DEPARTMENT OF STATE  
AGENCY FOR  
INTERNATIONAL DEVELOPMENT

TITLE OF FORM

PROJECT IMPLEMENTATION  
ORDER/TECHNICAL  
SERVICES Worksheet  Invoice

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1. Cooperating Country United  
Republic of Tanzania2. Code No.  
621-099-3-50066

7. Effective Date

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Original GR No.

3. Project/Activity No. and Title

621-11-150-099

Agricultural Marketing Development

Indicate block  
number.

Use this form to complete the information required in any block of a PIO or PA/PR form.

Block 19-A

The purpose of this project is to assist the Tanzanian Government establish agricultural marketing and processing institutions which will insure an adequate supply of basic foodstuffs, including edible oils and fats, and reliable markets for food grains and oil seed crops produced by Tanzanian farmers. Technical assistance provided under this project is designed to strengthen and improve key areas of (1) financial management, (2) storage and transportation, and (3) planning and economic analysis, specifically in the National Milling Corporation (NMC). In addition, assistance will also be provided the General Agricultural Products Export Corporation (GAPEX) to develop processing facilities for oil seed crops and the production and marketing of edible oils and fats. Limited technical assistance may be extended to the Cash Authority of Tanzania (CATA) as agreed upon by USAID and the Ministry of Agriculture.

Block 19-B

The contractor will provide personnel, as listed below, with functional skills necessary to serve in advisory positions in Tanzanian parastatal organizations charged with responsibilities to procure, process and distribute basic foodstuffs, including edible oils and fats. A description of the services these contractor staff will provide is summarized:

a. Finance and Management

Develop a Tanzanian capability in NMC in financial and management affairs of the corporation which will include long-range financial planning, capital development projects, project evaluation and monitoring and forecasts of income and expenditures.

b. Economic Analysis

Develop a capability in NMC in planning and economic analysis to conduct feasibility studies; monitor and evaluate projects at various stages of operation; preparation of uniform and relevant analytical and statistical reports which pertain to markets, pricing and policy.

c. Storage and Transport

Develop a Tanzanian capability in NMC in storage and transportation to include planning of grain storage and transport facilities; construction, maintenance and repair of storage facilities; movement of grain from production and receiving areas to storage, milling and consuming areas; plans and procedures to maintain a high quality stored grain.

CONTINUATION SHEET

DEPARTMENT OF STATE  
AGENCY FOR  
INTERNATIONAL DEVELOPMENT

Worksheet  Summary

PAGE 7 OF 18 PAGES

1. Cooperating Country United Republic of Tanzania

2. a. Code No. 621-099-3-50066

2. b. Effective Date

3. a. Original or Not

TITLE OF FORM

PROJECT IMPLEMENTATION  
ORDER/TECHNICAL  
SERVICES

3. Project/Activity No. and Title

621-11-150-099  
Agricultural Marketing Development

Indicate block numbers.

Use this form to complete the information required in any block of a PID or PA/PN form.

19-B  
(cont'd)

d. Marketing

Develop a capability in GAPEX to produce and market edible oil and fats; monitor and evaluate development projects; make long-range products requirements; prepare comprehensive analytical and statistical reports, maintain quality products, develop improved distribution programs and policy.

On-the-job training will be required to strengthen and improve the operational capability of Tanzanians in all of the above key areas.

Limited short-term consultancy will be provided in specialized fields as requested by the TanGov and agreed to by the Mission Director.

Job Descriptions for Contractor Personnel:

1. Position Title: Finance and Management Advisor.

Responsible to: General Manager, NMC.

Basic Functions: The Officer will be assigned to NMC. He will provide guidance and expertise on all financial and management matters pertaining to the Corporation, including long-range financial planning, capital development projects, project evaluations and monitoring, capital investments, forecasts of income and operating procedures. Undertake special assignments as delegated by the General Manager.

Responsibilities: Under the general supervision and direction of the General Manager of NMC and with considerable latitude for independent judgement within established policy, the advisor will be responsible for the following specific functions.

- (1) Overall guidance and advice in the development of annual and long-range financial plans, including development budgets, projected income and expenditures, capital investments and cash flow estimates. Participate in the periodical review of financial and management performance of the Corporation's branches and their administration of management matters as they pertain to the various activities of the

19-C

CONTINUATION  
SHEET

FORM 5-59 (REV.)

DEPARTMENT OF STATE  
AGENCY FOR  
INTERNATIONAL DEVELOPMENT

TITLE OF FORM

PROJECT IMPLEMENTATION  
ORDER/TECHNICAL  
SERVICES Worksheet Invoice

PAGE 8 OF 18 PAGES

1. Cooperating Country United  
Republic of Tanzania2.a. Order No.  
621-099-3-50066

2.b. Effective Date

2.c. Amendment  
 Original OR No.

3. Project/Activity No. and Title

621-11-150-099  
Agricultural Marketing DevelopmentIndicate block  
numbers.

Use this form to complete the information required in any block of a PIR or PA/PR form.

Block 19-C  
(cont'd)

Corporation.

- (2) Participate in the review and analysis of accounting and financial systems and procedures formulating recommendations for approval by the General Manager to facilitate management of the Corporation's monies and provide satisfactory evidence of its performance.
- (3) Participate in the introduction and modification to guidelines and standard operating procedures for the various activities of the Corporation.
- (4) On the basis of cost analysis, recommend to management expansion or contraction of various operations which may result in improving NMC's financial position and its service to farmers and consumers.
- (5) Participate in the initiation and the performance of feasibility studies of new projects, programmes and activities. Analyse projected financial and economical performance of such projects and activities to ascertain their financial soundness as well as its impact on the development of the corporation and the Nation in general.
- (6) Upon the approval of such development projects, participate in the design of a critical path analysis reflecting the various stages of the project and its completion target dates.
- (7) Participate in the evaluation and monitoring of progress costs of project implementation, appraising management of developments.
- (8) Participate in the review and establishment of Corporation objectives and investment priorities.
- (9) Participate in negotiation of loans, grants and other financial arrangements with international donor organizations, and major financing institutions.
- (10) Participate in the formulation of manpower training programmes to up-grade staff performance and capabilities.
- (11) Perform other duties as assigned.

CONTRACTING  
ORDER

FORM SYMBOL

DEPARTMENT OF STATE  
AGENCY FOR  
INTERNATIONAL DEVELOPMENT

TITLE OF FORM

PROJECT IMPLEMENTATION  
ORDER/TECHNICAL  
SERVICES

<input type="checkbox"/> Contract	<input type="checkbox"/> Invoice	PAGE 0 2	PAGES
1. Cooperating Country United Republic of Tanzania		2.c. Code No. 621-099-3-50066	
2.b. Effective Date		2.c. <input checked="" type="checkbox"/> Original <input type="checkbox"/> Amendment	
3. Project/Activity No. and Title			
621-11-150-099 Agricultural Marketing Development			

Adapt to block  
insert.

Use this form to complete the information required in any block of a PIO or PA/PA form.

19-C  
(1d)Recommended Qualifications:

Education: A Master's Degree in Business Administration (with major emphasis in financial analysis and management) is recommended. Training and experience in accounting is desirable.

Experience: A minimum of six years progressively responsible experience as Financial Analyst, Budget and Accounting Officer, Controller, or similar senior position in an agro-business firm engaged in the buying and selling of grain and grain products is recommended. The experience should have demonstrated managerial and executive ability in the financial analysis of ongoing and proposed ventures, the development of management systems and techniques, and in the supervision, direction, and training of finance and management employees.

Some experience in a government agricultural marketing organization is desirable.

Some foreign experience (particularly in Africa) is desirable.

Other: Ability and willingness to engage in frequent field work (often under bush conditions) is required.

Duty Station: Dar es Salaam

2. Position Title: Economic Analysis Advisor

Responsible to: General Manager, NMC.

Basic Functions: The Officer will be assigned to NMC. He will conduct feasibility studies on all expansion and new projects. Participate in the monitoring and evaluation of project progress. Participate in the preparation of uniform analytical and statistical reports for top management use. In cooperation with other senior NMC officers prepare comprehensive development plans (short and long term) for increasing NMC's capabilities, services and profit opportunities.

Provide guidance and other economic expertise as required on all economically related matters to the General Manager. Participate in the conducting of economic analyses of the National Milling Corporation operations for top management, including market analysis, price analysis, price policy and, marketing programs.

CONTINUATION SHEET	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	<input type="checkbox"/> Disbursed	<input type="checkbox"/> Issued	PAGE 10 OF 18 PAGES
		1. Covering Country United Republic of Tanzania		2. Code No. 621-099-3-50066
FORM SYMBOL	TITLE OF FORM	2.b. Effective Date		<input type="checkbox"/> Original <input type="checkbox"/> Amendment
	PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	3. Project/Activity No. and Title 621-11-150-099 Agricultural Marketing Development		

Use this form to complete the information required in any block of a PIG or PA/PR form.

**Responsibilities:** Under the general supervision and direction of the General Manager and with considerable latitude for independent judgement within established policy, the advisor will be responsible for the following specific functions:

- (1) Prepare detailed economic feasibility studies of ongoing and proposed operations of NMC, including in particular new ventures.
- (2) Participate in the preparation of periodic comprehensive progress reports on all NMC ongoing and new activities, making recommendations for corrective action as deemed necessary.
- (3) Evaluate implementation performance of projects and monitor the application of inputs to achieve cost and time frame targets.
- (4) Participate in the preparation of short and long term development plans to insure that the Corporation will be adequately equipped to carry out its expanding obligations effectively and efficiently.
- (5) Participate, as requested, in negotiations of grants, loans and other financial arrangements with financial institutions and international development organizations as related to the financing of development projects.
- (6) Act as an advisor to the Planning Unit Manager and provide guidance and assistance to Planning Unit Officers on all matters pertaining to economical soundness of the Corporation's activities, economic trends and indicators as they may effect NMC and the Nation.
- (7) Prepare recommendations for NMC management regarding comprehensive training programmes to up-grade the planning and economic analysis capabilities of the planning unit staff.
- (8) Participate in the analysis of price structure for farm products purchased by NMC, recommending producer pricing policy, NMC finished products prices and formulation of improved programmes costs and margins between farmer and consumer.
- (9) Make recommendations to the General Manager, NMC, on matters pertaining to any of the above areas of responsibilities whenever required.
- (10) Undertake special assignments as requested by the General Manager.

100-1 (7-59)

CONTINUATION SHEET

FORM INTD-1

PIO/T

DEPARTMENT OF STATE  
AGENCY FOR  
INTERNATIONAL DEVELOPMENT

TITLE OF PAGE

PROJECT IMPLEMENTATION  
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SERVICES

Worksheet

Coverpage

PAGE 11 of 18 PAGES

1. Responding Country  
Republic of Tanzania

2a. Code No.  
621-099-3-50066

2b. Effective Date

Original  Amendment  
Original OR No.

3. Project/Activity No. and Title

621-11-150-099  
Agricultural Marketing Development

Use this form to complete the information required in any blank of a PIO or PA/PR form.

Block 19-C  
(cont'd)

Recommended Qualifications:

Education: A Master's Degree in Economics is recommended with emphasis or major field in development planning, price analysis, financial analysis, feasibility studies, and market analysis. A Master's Degree in Business Administration with emphasis on financial and economic analysis and planning is also acceptable.

Experience: A minimum of six years progressively responsible experience in economic analysis and planning related to grain products is recommended. The experience should have demonstrated technical competence in agro-business development planning, economic analysis, food plans and feasibility studies (discounted costs and returns, benefit-cost ratios, internal rates of return, cash flow analysis, sensitivity analysis), and program or project development and planning, including break-even analysis and network analysis (PERT -- Program Evaluation and Review Technique; CPM -- Critical Path Method; LOB -- Line of Balance Method). Executive or managerial experience in the above fields is desirable and teaching experience will be helpful. The recommended experience may have been obtained in a private, government or cooperative organization or in a University. Some foreign experience (particularly in Africa) is desirable.

Other: Ability and willingness to engage in frequent field travel (often under bush conditions) is required.

Duty Station: Dar es Salaam

3. Position Title: Marketing Advisor

Responsible to: Commercial Director, GAPEX

Basic Functions: This officer will be assigned to GAPEX and will serve as Marketing Advisor and Project Manager of GAPEX oil seed projects, which will include production of oil seed crops, development planning of oil seed processing plants and the marketing and distribution of edible oils and fats and by-products of oil seed processing.

CONTINUATION  
SHEET1. Cooperating Country United  
Republic of Tanzania2. Code No.  
621-09-1-50066

FORM SYMBOL

TITLE OF FORM

3. Effective Date

4. Original  Amendment  
62 No.

O/T

PROJECT IMPLEMENTATION  
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2. Project/Activity No. and Title

621-11-150-099

Agricultural Marketing Development

Use block  
area.

Use this form to describe the information required in any block of a PIO or PA/PR form.

Block 19-C  
(cont'd)

**Responsibilities:** Under the general supervision and direction of the Commercial Director with considerable latitude for independent judgement within established policy, the Marketing Advisor will be responsible for the following specific functions:

- (1) Participate in oil seed development planning to ensure that GAEK will be adequately equipped to carry out its expanding obligations to supply the Nation with edible oils and fats.
  - (a) Participate in the development of agro-industrial business projects to increase crop production of oil seeds, particularly soya beans.
  - (b) Advise on processing i.e., oil/milling, extraction, refining etc., of edible oils/fats and production of consumable and commercial products.
  - (c) Advise on all marketing aspects of edible oil/fats and by-products.
- (2) Participate in the preparation of progress and analytical reports making recommendations for corrective action when/where necessary.
- (3) Evaluate implementation performance of projects and use the application of inputs to achieve beneficial cost and time targets.
- (4) Participate, as directed, in negotiations of joint venture arrangements, loans, etc., with donor institutions, international development organizations, cooperatives and private agro-industrial business firms as related to the oil seed program.
- (5) Participate in the analysis of price structure for farmers and consumers, recommending fair producer prices, consumer prices and promotion of improved practices, costs and margins between farmer and consumer.
- (6) Prepare recommendations for GAEK Management regarding comprehensive training programs to upgrade capabilities of the marketing staff.
- (7) Make recommendations to the General Manager through the Commercial Director on matters pertaining to any of the above areas of responsibilities wherever required.
- (8) Undertake special assignments as directed by the General Manager or his designee and the Commercial Director.

word

where

DEPARTMENT OF STATE  
AGENCY FOR  
INTERNATIONAL DEVELOPMENT

Worksheet  Invoice

INFORMATION  
LIST

1. Country United  
Republic of Tanzania

2. Code No.  
621-099-3-50066

SYMBOL

TITLE OF FORM

2.5. Effective Date

3. Amendment  
 Original  CR No.

1/T

PROJECT IMPLEMENTATION  
ORDER/TECHNICAL SERVICES

3. Project/Activity No. and Title

621-11-150-099  
Agricultural Marketing Development

Indicate block  
numbers.

Use this form to transmit the information required in any block of a PIO or PA/PO form.

19-C  
(cont'd)

Recommended Qualification:

Education: A Bachelor's Degree in Business Administration with a major in marketing or procurement and distribution is recommended. A Master's Degree is desirable. Knowledge concerning development of oilseed processing plants will be helpful.

Experience: A minimum of six years progressively responsible experience in non-government business firms (private or cooperative) engaged in the processing and marketing of food products (particularly oilseed crops and edible oils and fats) is recommended. The experience should have included proven success in marketing (sales and distribution) of food products, including market development of sales and distribution organization, research in market and consumer demand, and development of new products utilizing oilseeds. Incentive and managerial experience in the above fields is required. Some experience in export marketing is desirable. Some foreign experience (particularly in Africa) is desirable.

Other: Ability and willingness to engage in frequent field travel (often under tough conditions) is required.

Duty Station: Dar es Salaam

Position Title: Storage and Transport Specialist

Supervisor: Chief Processing and Engineering Manager, WFP

Duty Functions: This specialist will be assigned to: (a) all buying and storage activities; (b) all transport procedures and activities throughout National Milling Corporation and direct storage and transport activities to and from certain sufficient storage areas; and (c) all transport facilities and available to accommodate raw materials and finished products as required.

Responsibilities: Under the general supervision of the Chief Processing and Engineering Manager, and with considerable latitude for independent judgment within established policy, the Storage and Transport Specialist will be responsible for performing, assisting and advising the Chief Processing and Engineering Manager in performing the following duties:

19-09-1 (7-000) CONTINUATION SHEET 19-0 (cont'd)	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT  TITLE OF PROGRAM PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	<input type="checkbox"/> Worksheet <input checked="" type="checkbox"/> Instruction 1. Cooperating Country UNITED Republic of Tanzania 2. Effective Date 3. Project/Activity No. and Title 621-11-150-099 Agricultural Marketing Development	PAGE 14 of 18 PAGES 2. Code No. 621-099-3-50066 <input checked="" type="checkbox"/> Original <input type="checkbox"/> Not
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Use this form to complete the information required in any block of a PIO or PA/PS form.

- (1) Assist in the administration and management of the storage and transport department.
- (2) Develop and execute improved methods of storage to maintain high quality of raw materials and finished products.
- (3) Develop a reliable pest control and fumigation program for UNIC's produce and request the procurement of required materials to carryout this program.
- (4) Draw up instructions related to storage, pest control, and fire fighting procedures and keep them revised as necessary for use by WMO and branch establishments. Periodic inspections should be made to ensure compliance with instructions.
- (5) Liaise with research institutes regarding utilization of effective pest control measures for produce storage in WMO godowns and ensure that all stores officers exercise utmost care in pest control and fumigation of all raw materials and finished products.
- (6) Provide WMO management with advisory storage and transport requirements based on yearly area estimates.
- (7) Coordinate with the Technical Manager on requirements for maintenance and repair of WMO loading, transport and storage facilities.
- (8) Release's complete responsibility on off-loading and distribution of food orders imported by UNIC.
- (9) Establish transport requirements for moving finished products to sales depots and raw materials from stores to mills.
- (10) Exercise control of raw materials from depots to branch and depots.
- (11) Maintain inventories of all transport facilities and spare parts, and develop and maintain a system of record keeping to account for capital and revenue expenditures on all transport facilities.
- (12) Engage supplementary transport when necessary and supervised by the Chief Foreman and Organizing Manager.
- (13) Perform related duties as assigned, including training programs to upgrade storage and transportation staff capabilities.

1960-1 (7-60)

DEPARTMENT OF STATE  
AGENCY FOR  
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 Technical  Informal

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CONTINUATION  
SHEET1. Cooperating Country United  
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621-099-3 of 50066

FORM NUMBER

TITLE OF FORM

2.b. Education Data

2.c.  Original  Amendment

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PROJECT IMPLEMENTATION  
ORDER/TECHNICAL SERVICES3. Project/Activity No. and Title  
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Agricultural Marketing Development

Indicate block  
numbers.

Use this form to complete the information required in any block of a PIO or PA/PR form.

19-C  
(cont'd)Recommend Qualifications:

Education: A Bachelor's Degree in agricultural engineering, agricultural entomology, agricultural marketing, or other fields related to storage and transport of grain and farm products is recommended.

Experience: A minimum of six years experience in grain and other farm products storage and transport operation is recommended. The experience should have demonstrated technical competence in formulating and directing pest control (including rodent control) and fumigation operations in grain, and also technical competence in directing grain handling and storage operations. Experience at directing transport of grain and formulating transport plans for moving grain from producing areas to godowns or mills is required. Executive and managerial experience in the above fields is recommended. Some foreign experience (particularly in Africa) is desirable.

Other: Ability and willingness to engage in frequent field travel (often under bush conditions) is required.

Duty Station: Dar es Salaam

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CONTINUATION  
SHEET

1. Cooperating Country United  
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2. Code No.  
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2b. Effective Date

3. Original OR No.  Amendment

FORM SYMBOL

TITLE OF FORM

PROJECT IMPLEMENTATION  
ORDER/TECHNICAL SERVICES

3. Project/Activity No. and Title  
621-11-150-099

Agricultural Marketing Development

PIO/T

Indicate block  
reference.

Use this form to complete the information required in any block of a PIO or PA/TA form.

22  
(cont'd)

relation to the technician's work plan. Copies of important papers reports, analysis, and plans prepared by the technician should be attached to the quarterly reports as approved for release by the General Manager of NMC or CAPEX.

- (3) Annual Progress Report: The Contractor home office will prepare and submit an annual report to AID/W with copies to the Director, USAID Tanzania, Tanzania Desk Officer, AID Contract Office, NMC, GAPEX, The Principal Secretary, Ministry of Agriculture, and other Government of Tanzania officials as required. This report will relate directly to the tasks outlined in the project work plan, information on personnel activity and will stress accomplishments made and problems encountered (with proposed solutions as appropriate) during the reporting period.
- (4) The Contractor will submit to USAID/Tanzania, three copies of their quarterly financial report prepared for AID/W.
- (5) Final Contractor Report: To include a review of project accomplishments, problems encountered, and recommendations for future activities all in relation to specifically stated objectives or targets. The draft Final Report, which must be approved by USAID/Tanzania, will be due within 60 days after completion of technician services under this contract.

17-09)

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Reference

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DESCRIPTION  
REV

1. Cooperating Country United  
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2.c. Code No.  
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PROJECT SYMBOL

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2.b. Effective Date

2.c. Amendment

Original  Old No.

PIO/T

PROJECT IMPLEMENTATION  
ORDER/TECHNICAL SERVICES

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621-11-150-099  
Agricultural Marketing Development

Indicate block  
numbers.

Use this form to complete the information required in any block of a PIO or PA/PR form.

24-A

a. The General Manager of IMC will supervise the Finance and Management Advisor and the Economic Analysis Advisor; the Storage and Transport Specialist will be supervised by the Chief Processing and Engineering Manager of NMC. The Marketing Advisor will be supervised by the Commercial Director, GAPEK.

b. The team leader, appointed by the Contractor, will be directly responsible for project activities in Tanzania, including project coordination and implementation, contract personnel technical performance and all contract administrative matters concerning activities and personnel. He will serve as direct contact between the USAID Project Manager and all contract staff on direct contract matters. The team leader will be responsible for maintaining close liaison and staying informed of activities of all contract staff assigned to IMC and GAPEK. He will also arrange for technical backstopping of contract employees and consultants.

1 (7-69)

DEPARTMENT OF STATE  
AGENCY FOR  
INTERNATIONAL DEVELOPMENT

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ATTACHMENT  
BY

1. Cooperating Country United  
Republic of Tanzania

2. Code No.  
621-099-3-50066

UNCLASSIFIED

TITLE OF FORM

3. Effective Date

4.  Original  Amendment

1/T

PROJECT IMPLEMENTATION  
ORDER/TECHNICAL SERVICES

5. Project/Activity No. and Title

621-11-150-099  
Agricultural Marketing Development

Use this form to complete the information specified in any block of a P/O or PA/TR form.

Use this form to complete the information specified in any block of a P/O or PA/TR form.

25-B  
(cont'd)

The Contractor will be reimbursed for actual expenses up to \$450 per contract employee for the cost of draperies and curtains and for actual expenses up to \$200 per contract employee for the cost of house screening. Also, the Contractor will be reimbursed for actual expenses up to \$900 per contract employee per year for security guard services. Funds to cover these costs are to be included in the contract.

As basic household furniture is being supplied, each contract employee will be limited to a 2,500 pound net weight allowance for shipment of household goods if he has dependents in the cooperating country and to a 1,500 pound net weight allowance for shipment of household goods if he has no dependents in the cooperating country (see 1420-23D (9-73) page 10). In addition, each contract employee (single or married) not already at post, is authorized to ship via sea to post an additional 500-pound net weight of consumable goods items. A 500-pound net weight allowance for shipment of consumable goods is also authorized for second and subsequent tours of duty. This allowance is not authorized when contract employee departs post at the conclusion of his contract assignment.

American Embassy Health Unit facilities will be available for use of contractor employees.

No commissary privileges are available for contract personnel.

The Contractor will be reimbursed for the actual cost of utilities (electricity, bottle gas and water) used by contract employee up to \$100 per month per employee. Funds to cover these costs for all four technicians are to be included in the contract.

1250-1  
(9-70)

DEPARTMENT OF STATE  
AGENCY FOR  
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1. Cooperating Country **United  
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PIO/T

PROJECT IMPLEMENTATION  
ORDER/TECHNICAL  
SERVICES

2. PIO/T No.  
**621-099-3-50066**

3.  Original or  
Amendment No. **1**

4. Project/Activity No. and Title  
**621-11-150-099  
Agricultural Marketing Development**

DISTRIBUTION

5. Appropriation Symbol  
**72-11X1023**

6.A. Allotment Symbol and Charge  
**402-50-621-00-69-63**

6.B. Funds Allotted to:  
 A.I.D./Ag  Mission

7. Obligation Status

Administrative Reservation  Subobligation

8. Funding Period (Mo., Day, Yr.)

From **4-1-75** to **3-31-76**

9.A. Service to Start (Mo., Day, Yr.)

Between **ongoing** and

9.B. Completion date of Service

(Mo., Day, Yr.) **6/30/80**

10.A. Type of Action

A.I.D. Contract  Country Contract  Participating Agency Service Agreement  Other

10.B. Authorized Agent

**AID/W**

Estimated Financing		(1)	(2)	(3)	(4)
		Pre-funds Total	Increase	Decrease	Total
11.	Maximum A.I.D. Financing	A. Dollars	164,000	59,700	223,700
		B. U.S.-Owned Local Currency			
12.	Cooperating Country Contributions	A. Counterpart			
		B. Other			

13. Mission Reference

Prog 75-5/1

14. Instructions to Authorized Agent This PIO/T amendment provides additional funds for the new contract being negotiated with ACDI on the basis of General Provisions 1420-23 C (9-73) and Additional Provisions 420-23 B (9-73) of the Cost Reimbursement Contract to replace Contract No. AID/W-832. These are a portion of funds shifted from FY 1975 unused Direct AID participant funds to more adequately facilitate project implementation.

Clearance - Show Office Symbol, Signature and Date for all Necessary Clearances.

The scope of work is within the purview of the following offices:

of. Manager: Edward W. Williams

M/PO: Ira J. Johnson, Jr.

The scope of work lies within the purview of the following offices and approved Agency Programs:

ERM: Anne O'Reilly

F&A: Jack M. Cornelius

ERM: Jack Francis

15. For the cooperating country: The terms and conditions set forth herein are hereby agreed to

(no signature necessary)

Signature and date:

Title:

17. For the Agency for International Development

Signature: **Vernon C. Johnson**

Title: **Director, USAID/Tanzania**

18. Date of Issuance

**8/13/1975**

DEPARTMENT OF STATE  
AGENCY FOR  
INTERNATIONAL DEVELOPMENT

1. Cooperating Country **United  
Republic of Tanzania**

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PIO/T

PROJECT IMPLEMENTATION  
ORDER/TECHNICAL  
SERVICES

2. PIO/T No.  
621-0099-3-70007

3.  Original or  
Amendment No. 1 <sup>3</sup>

4. Project/Activity No. and Title  
**PD-AAB-285  
Agricultural Marketing Development  
621-0099**

DISTRIBUTION

5. Appropriation Symbol  
72-1171023

6.A. Allotment Symbol and Charge  
402-50-621-00-69-71

6.B. Funds Allotted to:  
 A.I.D.  Mission

7. Obligation Status  
 Administrative Reservation  Implementing Document

8. Funding Period (Mo., Day, Yr.)  
From 8/1/77 To 6/1/78

9.A. Services to Start (Mo., Day, Yr.)  
Between Continuing and

9.B. Completion date of Services  
(Mo., Day, Yr.)  
6/30/80

10.A. Type of Action  
 A.I.D. Contract  Cooperating  
Country Contract  Participating Agency  
Service Agreement  Other

10.B. Authorized Agent

ATD/Washington

Estimated Financing		(1)	(2)	(3)	(4)
		Previous Total	Increase	Decrease	Total to Date
11.	Maximum A.I.D. Financing	172,000		25,000	147,000
	A. Dollars				
12.	Cooperating Country Contributions				
	A. Counterpart				
	B. Other				

13. Mission Reference

14. Instructions to Authorized Agent  
This Amendment decreases funds provided for contract personnel services. All other provisions of Original PIO/T remain unchanged.

PROAG 77-3  
Revision 2

State 084730  
dtd. 4/15/77

15. Clearances - Show Office Symbol, Signature and Date for all Necessary Clearances.

A. The specifications in the scope of work are technically adequate

B. Funds for the services requested are available

Project Manager: *[Signature]* R.W. Williams

M/EO: I.M. Cornelius *[Signature]* Dem. 495/77

C. The scope of work lies within the purview of the initiating and approved Agency Programs

D. *[Signature]*  
Assist. Dir.: R.L. Podol 5/25/77

PRM: W.H. Faulkner *[Signature]*

E. *[Signature]*  
ADO: I.M. Cornelius

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to

17. For the Agency for International Development

18. Date of Signature

(Signature on Original PIO/T)

Signature and date:

*[Signature]*  
Signature: Vernon C. Johnson

5/25/77

Title:

Title: Director USAID/Tanzania

DEPARTMENT OF STATE  
AGENCY FOR  
INTERNATIONAL DEVELOPMENT

1. Cooperating Country **United  
Republic of Tanzania**

PIO/T

PROJECT IMPLEMENTATION  
ORDER/TECHNICAL  
SERVICES

2. PIO/T No.  
**621-0099-3-70007**

3.  Original or  
Amendment No. **2**

4. Project/Activity No. and Title

**Agricultural Marketing Development  
621-0099**

DISTRIBUTION

5. Appropriation Symbol  
**72-11X1023**

6.A. Allotment Symbol and Charge  
**602-50-621-00-69-83**

6.B. Funds Allotted to:  
 A.I.D.  Mission

7. Obligation Status

Administrative Reservation

SUBOBLIGATION

Implementing Document

8. Funding Period (Mo., Day, Yr.)

From **3/1/77** to **6/1/78**

9.A. Services to Start (Mo., Day, Yr.)

Between \_\_\_\_\_ and \_\_\_\_\_

**On-line**

9.B. Completion date of Services

(Mo., Day, Yr.) **6/30/80**

10.A. Type of Action

A.I.D. Contract

Cooperating  
Country Contract

Participating Agency  
Service Agreement

Other

10.B. Authorized Agent

**AD/Washington**

Estimated Financing

\$1,000=

		(1) Previous Total	(2) Increase	(3) Decrease	(4) Total to Date
11.					
Maximum A.I.D. Financing	A. Dollars	147,000	21,300		268,300
	B. U.S.-Owned Local Currency				
12. Cooperating Country Contributions	A. Counterpart				
	B. Other				

13. Mission  
References

Prog 77-3  
Revision 6

14. Instructions to Authorized Agent

This amendment provides funds for approximately 8 person-months of short-term participant training. All other provisions of the original PIO/T remain unchanged except as added, or revised herein.

(See Block 14 - Continuation Sheet)

15. Clearances - Show Office Symbol, Signature and Date for all necessary Clearances.

A. The specifications in the scope of work are technically adequate

D/ABC:RACobb

*[Signature]* 1/17/78

B. Funds for the services requested are available

A/CONT:RLPodol

*[Signature]* 1/18/78

C. The scope of work lies within the purview of the initiating and approved Agency Programs

FEM:WHPaulkner

*[Signature]* 1/18/78

D.

EKO:LBartolotti

*[Signature]*

E.

ADO:JMCornelius

*[Signature]* 1/18/78

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to

(See Original PIO/T)

Signature and date:

Title:

17. For the Agency for International Development

Signature: Richard L. Podol

Title: A/DIR, USAID/Tanzania

18. Date of Signature

14 Jan 78

AID 1300-1 (7-68)

CONTINUATION  
SHEETDEPARTMENT OF STATE  
AGENCY FOR  
INTERNATIONAL DEVELOPMENT Worksheet Invoice

PAGE 2 OF 2 PAGES

FORM SYMBOL

TITLE OF FORM

1. Cooperating Country United  
Republic of Tanzania2.a. Code No.  
621-0099-3-70007

2.b. Effective Date

2.c.  Amendment  
Original CR No. 4

PIO/E

Project Implementation Order/  
Technical Services

3. Project/Activity No. and Title

Agricultural Marketing Development

Indicate block  
numbers.

Use this form to complete the information required in any block of a PID or PA/PR form.

Block 14

As of January 1, 1978 the Contractor will be reimbursed for actual expenses up to \$1,200 per contract employee per year for security guard services and \$125 per month for utilities (electricity, bottled gas and water). Funds to cover these costs are included in the contract.

AID 1360-1 (7-71)	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	1. Cooperating Country <b>United Republic of Tanzania</b>	Page 1 of 10 Pages		
PIO/T	PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	2. PIO/T No. <b>621-0099-3-70092</b>	3. <input checked="" type="checkbox"/> Original or Amendment No. <u>109</u>		
DISTRIBUTION	4. Project/Activity No. and Title <b>Agricultural Marketing Development 621-0099</b>				
	5. Appropriation Symbol <b>72-1171023</b>	6.A. Allotment Symbol and Charge <b>402-50-621-00-69-71</b>	6.B. Funds Allotted to: <input type="checkbox"/> A.I.D. <input checked="" type="checkbox"/> Mission		
	7. Obligation Status <input type="checkbox"/> Administrative Reservation <input checked="" type="checkbox"/> Subobligation <input type="checkbox"/> Implementing Document		8. Funding Period (Mo., Day, Yr.) From <b>2/1/77</b> To <b>6/3/78</b>		
	9.A. Services to Start (Mo., Day, Yr.) Between <b>June 13, 1977</b> and <b>July 12, 1977</b>		9.B. Completion date of Services (Mo., Day, Yr.) <b>6/30/80</b>		
	10.A. Type of Action <input type="checkbox"/> A.I.D. Contract <input type="checkbox"/> Cooperating Country Contract <input type="checkbox"/> Participating Agency Service Agreement <input checked="" type="checkbox"/> <b>USAID/Tanzania Contract</b> Other				
	10.B. Authorized Agent <b>USAID/Tanzania</b>				
	Estimated Financing				
		(1)	(2)	(3)	(4)
		Previous Total	Increase	Decrease	Total to Date
	\$1.00=				
	11.				
	Maximum A.I.D. Financing	A. Dollars	23,500	---	23,500
		B. U.S.-Owned Local Currency			
	12.				
	Cooperating Country Contributions	A. Counterpart			
		B. Other			
13. Mission Reference  ProAg 77-3 Revision 3, State 084730 dtd 4/14/77, Dar 0800, dtd 2/23/77	14. Instructions to Authorized Agent This PIO/T provides funds to engage an in-country contractor to conduct accounting training for National Milling Corporation accountants. Coopers and Lybrand Associates of Tanzania have experience with NMC financial operations and is the only qualified local firm with needed expertise to conduct accounting training. On this basis the USAID Mission Director has made the determination to negotiate a contract with Coopers and Lybrand Associates of Tanzania.				
15. Clearances - Show Office Symbol, Signature and Date for all Necessary Clearances.					
A. The specifications in the scope of work are technically adequate  Project Manager: <b>EWWilliams</b>			B. Funds for the services requested are available  M/FO: <b>JMurphy</b>		
C. The scope of work lies within the purview of the initiating and approved Agency Programs  PRM: <b>WHFaulkner</b>			D. Contracting Officer: <b>SMJones</b>		
E. ADO: <b>JMCornelius</b>			F. AD: <b>RLPodol</b>		
16. For the cooperating agency: The terms and conditions set forth herein are hereby agreed to  Signature and date: <b>C. Y. Mpupua</b>			17. For the Agency for International Development  Signature: <b>Vernon C. Johnson</b>		18. Date of Signature  <b>June 27, 1977</b>
Title: <b>General Manager, National Milling Corporation</b>			Title: <b>Director, USAID/Tanzania</b>		

PIO/T

Project/Activity No. and Title

**Agricultural Marketing Development 621-0099****SCOPE OF WORK****19. Scope of Technical Services****A. Objective for which the Technical Services are to be Used**

To upgrade accounting operations at 23 NMC Regional Offices.

**B. Description**

In keeping with the recommendations made in an indepth project evaluation report, USAID will negotiate a contract with a local firm to conduct an incountry training course in accounting for National Milling Corporation Branch Office accountants. Special training for accountants based at NMC headquarters also will be provided.

The need for the accounting training stems from the lack of basic accounting knowledge among a vast majority of financial staff employed at NMC Branch offices and increased procurement responsibilities brought on through the dissolution of Regional co-operative organizations.

(See continuation sheet, Block 19.B)

**C. Technicians**

(1) (c) Number

(2) Specialized Field

(c) Grade and/or Salary

(d) Duration  
of Assignment  
(Non-Monthly)

up to 4

Certified Public Accountants

-

26 weeks

**(2) Duty Post and Duration of Technicians' Services**

Dar es Salaam; Arusha; Mbeya; Iringa; and Mwanza.

**(3) Language requirements**

None required, but Swahili would be useful.

**(4) Access to Classified Information**

None

(5) Dependents

 Will Will Not

Be Permitted to Accompany Technicians

**D. Financing of Technical Services**

(1) By AID - \$20,000

(2) By Cooperating Country - \$20,000 (est.)

AID 1350-1  
(5-75)

Cooperating Country

PIO/T No.

Page 3 of 10 Pages

United Republic of Tanzania

621-0099-3-70092

PIO/T

Project/Activity No. and Title

621-0099 Agricultural Marketing Development

20. Equipment and Supplies (Related to the services described in Block 19 and to be procured ~~within~~ <sup>within</sup> the Cooperating Country by the supplier of these services)

A. (1) Quantity (2) Description

(3) Estimated  
Cost

(4) Special Instructions

USAID shall reimburse the Contractor for costs for preparing course material including typing, stationery and photocopying, and rental of an overhead projector and screen up to a maximum total amount of three thousand five hundred US dollars (\$3,500), payable in local currency; such reimburseable costs to be invoiced monthly in arrears and payable within one calendar month after presentation of USAID Form 1034 supported by the appropriate invoice.

B. Financing of Equipment and Supplies

(1) By AID - \$ 3,500

(2) By Cooperating Country -

21. Special Provisions

- A. This PIO/T is subject to AID (contracting) ~~REGULATIONS~~ regulations.
- B. Except as specifically authorized by AID, or when local hire is authorized under the terms of a contract with a U.S. Supplier, services authorized under this PIO/T must be obtained from U.S. sources.
- C. Except as specifically authorized by AID/W, the purchase of commodities authorized under this PIO/T will be limited to the U.S. under Geographic Code 000.
- D. Other (specify):

AID 1330-1 (5-7C)	Cooperating Country <b>United Republic of Tanzania</b>	PIO/T No. <b>621-0099-3-70092</b>	Page 4 of 10 Pages
PIO/T	Project/Activity No. and Title <b>621-0099 Agricultural Marketing Development</b>		

22. Reports by Contractor or Participating Agency (Indicate type, content and format of reports required, including language to be used if other than English, frequency or timing of reports, and any special requirements)

The Contractor shall carry out the services with due diligence and efficiency in order to promote the upgrading of staff capabilities at the headquarters and branch levels of the NMC so that each branch may be better able to operate as a separate independent unit. Except as the Parties to the Contract shall otherwise agree in writing, the services shall be completed within twenty six weeks after the starting date.

The Contractor shall prepare and provide comprehensive course notes appropriate to the subjects covered in the syllabus for the two courses as described in the scope of work.

The Contractor shall prepare as part of the training material for the courses as specified in stage two and a manual outlining the NMC accountancy procedures and including appropriate flow charts. The manual outlining the NMC accounting procedures and the completion report to be prepared by the Contractor and the data, statistics and reports made available to the Contractor by NMC shall all be and remain the property of NMC. Such material shall be sorted and indexed by the Contractor prior to transmittal to NMC, and the Contractor shall be permitted to retain copies thereof, provided, however, that such material shall not be used by the Contractor for purposes unrelated to this contract without the prior written approval of NMC. Diagrams and general accountancy training material which do not relate specifically to NMC accounting procedures shall be the property of the Contractor except for copies included in the course handouts. (See Block 19.B Stage 4 for additional reporting requirements.)

23. Background Information (Additional information useful to Authorized Agent and Prospective Contractors or Participating Agency; if necessary cross reference Block 19.C(4) above.)

Financial files at National Milling Corporation (NMC) headquarters and branch offices.

24. Relationship of Contractor or Participating Agency to Cooperating Country and to AID

A. Relationships and Responsibilities The General Manager of National Milling Corporation or his designee will supervise the Contractor to make certain that the Contractor will adhere to the scope of work prepared for the training. NMC shall make available such accounting staff as are required to explain present procedures to (See continuation sheet Block 24.A.)

B. Cooperating Country Liaison Official  
 General Manager, National Milling Corporation  
 Chief Financial Management Officer, National Milling Corporation.

C. AID Liaison Officials  
 Project Manager or the individual designated by the USAID Agricultural Development Officer.

**LOGISTIC SUPPORT**

25. Provisions for Logistic Support	In Kind Supplied By		From Local Currency Supplied By	
	AID	Cooperating Country	AID	Cooperating Country
A. Specific Items (Insert "X" in applicable column as appropriate. If entry needs qualification, insert asterisk and explain below in C. "Comments")				
(1) Office Space		X		
(2) Office Equipment		X		
(3) Housing and Utilities				
(4) Furniture				
(5) Household Equipment (Stoves, Refrig., etc.)				
(6) Transportation in Cooperating Country				
(7) Interpreter Services		X		
Other: (Specify)		X		
(8)				
(9)				
(10)				
(11)				
(12)				
(13)				
(14)				
(15)				

B. Additional Facilities Available From Other Sources

In respect of official journeys outside of Dar es Salaam connected solely with the services to be performed under this contract NMC shall reimburse the Contractor for traveling expenses including transport costs, hotel accommodation and meals; such reimburseable expenses, documented by actual receipts, to be invoiced monthly in arrears and payable within one calendar month from date of invoicing.

C. Comments

See Continuation Sheet for Budget and Schedule of Payment.

## 621-0099 Agricultural Marketing Development Project

Block 19.B. Description (cont'd)

Training under the contract will provide Branch Accountants with a detailed orientation of NMC financial management function, organization and operation. Upon the completion of the course, approximately 120 participants will have a knowledge and performance capability in NMC's purchase and sales procedures, cash controls and capital expenditure operations, budget preparations plus other financial procedures specific for NMC operations.

Branch Accounting Training Assignment at the National Milling Corporation

Location of training centers and participating Branches will be determined by NMC and finalised with the Contractor during the first four weeks of the Contract.

Scope of WorkStage 1

During the first ten weeks following the starting date the Contractor shall:

- a) examine and document the existing NMC branch accounting system and procedures;
- b) compile course notes including an outline accounting manual containing a synopsis of the basic branch accounting routines together with appropriate flow charts.

Detailed standard practice instructions shall not be required to be included in the manual.

- c) design a comprehensive syllabus for a two weeks training course (stages 2 and 4 below) based on NMC branch accounting procedures. The syllabus should include:

- Purchase Accounting Procedures
- Sales Accounting Procedures
- Stores Control and Accounting Procedures
- Cash Control
- Budget Preparation
- Capital Expenditure Control
- Payroll
- Trial Balance

## Block 19.B. Description (cont'd)

Stage 2

- a) The Contractor shall conduct four two-week courses. Three representatives of each Branch office (i.e. Branch Accountant, Assistant Accountant and Cashier) will participate. In addition, representatives of the Head Office will also participate in each course.
- b) The courses will be held as follows:
1. Iringa or Mbeya in the eleventh and twelfth weeks;
  2. Dar es Salaam center in the thirteenth and fourteenth weeks;
  3. Arusha in the fifteenth and sixteenth weeks;
  4. Mwanza in the seventeenth and eighteenth weeks.
- c) The participants in the course will be instructed in the accounting routines necessary to complete the above basic functions timely and accurately. Where documentation is either not in existence or in existence but in a non-standard format the Contractor will either:
1. recommend necessary documentation; or
  2. standardise existing documentation.

Included in the courses will be instruction and then test questions. The Contractor will ascertain future requirements for further instruction if necessary. Recommendations for these will be included in the completion report.

Stage 3

A three day general workshop for all participants shall be held in Dar es Salaam during the twenty-first week. Discussion shall include group interchange, problem areas in effectively applying the accounting procedures covered in the training courses and other topics raised by participants.

## 621-0099 Agricultural Marketing Development Project

Block 19.B. Description (cont'd)Stage 4

The Contractor shall submit to USAID and NMC not later than the end of the twenty-third week a completion report (five copies) which should:

- a) describe the courses held and the Contractor's views on their outcome;
- b) identify further training requirements in the branch accounting area and make recommendation as to further training courses which would improve NMC financial management at branch level;
- c) include general recommendations for improving NMC branch accounting procedures;
- d) include as an appendix, the outline accounting manual referred to in Stage 1 (c).

621-0099 Agricultural Marketing Development Project

Block 24.A. Relationships and Responsibilities (Continued)

the Contractor who undertakes Stage One of the work.

NMC shall provide the Contractor with such data and reports as may be available and relevant to this contract.

NMC shall provide office accommodation, make arrangements for suitable accommodation to be available in which to conduct the courses and seminars as specified in the scope of work, and make available a blackboard at each course center.

NMC shall provide or reimburse the Contractor for air and road transportation for Contractor staff traveling between training centers, branches and Dar es Salaam, in connection with the services to be provided under this contract and shall reimburse other traveling expenses, including hotel accommodation and meals.

NMC shall ensure that arrangements are made for delegates to be present on the due dates for the courses as specified in the scope of work.

The USAID/ACDI Economic Analysis Advisor will liaise with NMC, the Contractor and USAID on matters pertaining to the execution of duties described in the contract, the payment of contractor fees and the reimbursement of the Contractor for costs, as agreed, that will be incurred in preparation of course materials and teaching.

COSTS AND PAYMENTS

In respect of fees for providing the services, USAID shall pay to the Contractor an amount totaling twenty thousand US dollars made up as follows:

In US dollars	\$ 5,000
In local currency--Shs. 124,650 equivalent to	<u>15,000</u>
\$1 = 8.31 Shs.	<u>\$ 20,000</u>

The schedule of payments in US dollars shall be as follows:

On the Starting Date	\$ 1,500
On Calendar Month following the Starting Date	1,000
Two Calendar Months following Starting Date	1,000
Three Calendar Months following Starting Date	1,000
On Submission of Completion Report	<u>500</u>
	<u>\$ 5,000</u>

The schedule of local currency payments shall be as follows:

On the Starting Date	34,000
One Calendar Month following the Starting Date	24,000
Two Calendar Months following the Starting Date	24,000
Three Calendar Months following the Starting Date	24,000
On Submission of the Completion Report	<u>18,650</u>
(Equivalent to US \$15,000)	<u>124,650</u>