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REVIEW OF CRS/TANZANIA, PL 480 TITLE II PROGRAM

DAR ES SALAAM

September 28 - October 9, 1981

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REVIEW OF CRS/TANZANIA PL 480 TITLE II PROGRAM

I. SUMMARY:

The review was conducted with concurrence of, and in cooperation with, USAID/ Tanzania and CRS/Tanzania by R. Kidd, Asst. Regional Food For Peace Officer and Nicholas A. Jenks, Food Aid Assessment Specialist, REDSO/EA, Sept. 28 - Oct. 9, 1981. It is this review's analysis that the CRS program objectives as presently stated in the FY82 Operating Plan inadequately portray the voluntary agency's actual role and aims in PL 480 food distribution in Tanzania. Neither do the stated CRS/T objectives adequately link current food strategies with development. Central to this review is the recognition that CRS/Tanzania in recent months has initiated many administrative reforms that provide better commodity accountability, and control over its large distribution system. USAID/T expresses its satisfaction with progress in this regard to-date. USAID/T and the REDSO/FFP review Team confirm the importance of retaining CRS sponsorship of a PL 480 as a development resource in operation in Tanzania.

The review Team commends the recently arrived CRS/ Tanzania Country Program Director, Mr. Lawrence Barbieri for his recognition that the CRS/T program desperately requires definition and redirection. His continuing review and cogent analysis have confirmed that (1) inherited administrative procedures are supporting archaic, ill-defined program objectives; (2) CRS "decentralization" of administrative responsibilities has progressed beyond management capacities and (3) implementation practices/procedures are not realigned realistically in face of increasingly constrained and inefficient external controls and support systems. Mr. Barbieri acknowledges policy/program inconsistencies, accepts the analysis that he confronts a basic management restructuring, and pursues an active course in rationalizing these issues to obtain substantial program improvements.

In short the horse, (well articulated motives and objectives) must be put in front of the cart, (administrative procedures). As Mr. Barbieri stated, "CRS has been operating in Tanzania for 20 years. Times have changed, CRS programs have not."

This review proposes that CRS/T be given the opportunity during FY82 to redesign and restructure its operations during FY82 in conformance with: (1) defined program objectives which cover the several categories of beneficiaries/recipients and are compatible with CRS policy and demonstrate an integration with Tanzanian priorities and AID food strategy; (2) A renegotiated country agreement that elicits more firm endorsement of CRS efforts; (3) commodity/recipient levels already announced for FY82; (4) in-country logistics constraints; (5) limited end-use monitoring resources; (6) population requirements and delivery capabilities; (7) existing or proposed CRS agreements, contracts, commitments and understandings and CRS and USAID guidelines.

II. BACKGROUND:

A. History of CRS Program In Tanzania. CRS has been active in Tanzania since April 25, 1962, when a CRS agreement was signed with the then Government of Tanganyika. Since the arrival of Mr. Lawrence Barbieri in June 1981, the need for an up-dated country agreement has been recognized. This revised agreement should elicit a greater commitment from TanGov (Government of Tanzania) to support the CRS/T program. To-date, the revised agreement has not been fully negotiated or signed. CRS has been distributing PL 480 Title II commodities under the following projects: Maternal Child Health which seeks to improve the nutritional intake of children under five years of age. Pre-school Child Feeding Day Care Centers, whereby food is prepared on the premises and given to the attending children as a nutritional supplement. Other Child Feeding (Institutional): Title II foods are sent to government and church sponsored orphanages, leprosaria and mental hospitals, prepared and consumed at the institution. Food for Work: Food is provided to unemployed and under-employed workers in exchange for labor on such public projects as land clearing and dam, road, and building construction. PL 480 Title II shipping levels since 1971 have been:

<u>Year</u>	<u>MT (000)</u>	<u>\$ Value (mil)</u>	<u>Recipient Levels</u>
1971	7.6	2.1	
1972	4.2	1.3	
1973	6.1	1.2	
1974	5.8	1.9	
1975	5.2	2.5	
1976	10.1	6.7	
1977	4.7	3.5	

<u>Year</u>	<u>MT (000)</u>	<u>\$ Value. (mil)</u>	<u>Recipient Levels</u>
1978	3.8	1.7	
1979	6.2	1.9	
1980	4.7	2.0	
1981	6.1	2.7	108.0
1982	5.7	2.6	95.0

B. Statement of Review Team's Assignment: To present to USAID/T a comprehensive review to determine if CRS stated objectives are being achieved.

III.-DESCRIPTION OF PRESENT CRS/T PROGRAM:

A. Stated Objectives. CRS/T has structured its present program around, "Operational Plan for Catholic Relief Services, Tanzania," dated May, 1981. This same plan was submitted to AID/W as an integral part of USAID/T's "Annual Budget Submission" FY83, June 1981. It is important to note at the outset that the reprogramming that is anticipated will not significantly change already allocated levels of recipients, tonnages, individual rations or dollar value. (Operational Plan, Annex A).

1. CRS/T identifies protein energy malnutrition (PEM) as a major problem in Tanzania. "PEM is recognized as the main or underlying cause of 50% of all infant mortality. Infant mortality rate: 155/thousand." The review team suggests CRS would do well to relate their limited resources to the real ability to cope with PEM, either on a national scale, or within the scope of individual sub-projects. The implication is that CRS can attack PEM on a nationwide scale; or, in fact, if CRS has articulated a policy of attacking infant (defined as less than one year) malnutrition. It is the review team's estimate that the FY82 AER allocation of 5700 MT to the Tanzania CRS program cannot begin to attack malnutrition or PEM throughout Tanzania. The review team also suggests that the CRS argument to tie its PL 480 Title II imports (i.e. 4,300 MT) to Tanzania's over-all food deficit (estimated at 241,000 MT) is spurious. The CRS operational plan cites a CRS theorem in an approach to food aid as a development resource - an incentive for the family to undertake an income generating activity. It is not clear if this theorem is applied throughout the CRS project activities.

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Thus, these three themes, while all worthwhile (PEM, chronic deficit, and food for development) are given no follow-up treatment nor written into specific projects in any identifiable manner.

2. MCH (Approved AER Levels: Mothers 25,000, Children 50,000). Objective: Improve the nutritional intake of children under 5 years of age.

3. Pre-School Child Feeding Day Care Centers (Approved AER Levels: 14,500) Objective: Not specifically stated, but implied: Improve the nutritional intake of children in pre-school age bracket.

4. Other Child Feeding (Institutional). (Approved AER Level: 500) Objective: Not specifically stated, but implied: Improve the nutritional intake of children in institutions.

5. Food for Work. (Approved AER: Workers 1,000, dependents: 4,000. Objectives: To supply nutritional assistance to families who are also participating in community development projects. (Only two projects: road construction, and community center construction.) (See STATE 225431 for FY 82 conditional approval.)

B. Profile of Physical Distribution System

1. Ports of Entry:

a. In an interview with Tanzanian Port Director of Operations, supported by observation of port activities, and by the port authority's 1976 briefing paper, discharge facilities at Tanzania's three major ports are adequate for CRS shipping levels anticipated for FY82 and FY83.

b. The above analysis is predicated on the FY82 PL 480/II level of approx. 1400 MT per quarter (Approx. 70 truck loads): with 33% scheduled for DAR, 47% Tanga, and 20% Mtwara.

2. CRS Offices and Staff. (Refer to Annex A for present staffing roster.)

3. Freight Forwarder and Infrastructure. J.P. Patel is the principal clearing and forwarding agent currently utilized by CRS/T. This organization has been engaged in this capacity by CRS/T since early 1980 and operates out of Dar and Tanga. According to CRS/T (who prior to 1980 had been using the services of another C/F agency TANFREIGHT, and who ultimately found it impossible to work with TANFREIGHT) J.P. Patel is the best of a bad lot. Patel's clients, which include CRS, are best characterized as a captive audience; in the opinion of most people he provides reasonable service, reasonably fast, and all things considered, he is the only C/F agent who does so.

As mentioned above, importing commodities through the port of Dar is not a chancy or risky proposition at all: it is absolutely certain that losses will occur, there is no chance that the cargo will remain 100% intact. The highest praise possible for a C/F agent in this context, thus, would be if his clients were able to say that the agent acts rapidly and expeditiously to clear the consignments, and actively seeks to reduce damages and losses by inter alia removing consignments from the port area as quickly as possible. Unfortunately, this cannot be said of Patel: CRS/T finds itself obliged to hound Patel continually, to cajol, to encourage and threaten him (although their leverage with which to threaten is severely limited due to the fact that CRS has no other reasonable alternatives at this time to Patel).

Immediately upon ship's arrival, CRS assembles all the required documents for clearing the consignments and forwards these to Patel who clears the commodities. Patel then using his own trucks, transports the commodities to his godowns (warehouses) in Dar or Tanga (outside of the port area).

From Patel's Dar Es Salaam godowns the commodities are (upon written request from CRS/T) either designated to be railed to regional distribution centers by the Tanzania Rail Corporation (TRC) and when wagons become available, so railed, or are designated to be "picked-up" from Patel's godowns by the regional distribution center. If the regional distribution center is to take delivery at Patel's godowns, transportation is arranged by that regional distribution center, independently from CRS/T or Patel.

(FYI: a "regional distribution center" is an integral cog in the present CRS/T food-distribution mechanism; in many ways, the regional distribution center can be seen as a middle-man, in that it distributes, or arranges the distribution or the logistics thereof, of CRS/T food to the centers from which the food is actually distributed to the recipients. A regional distribution center does not distribute directly to recipients. For a more complete description, see III, B, 5 below, but in the interest of clarity, a regional distribution center distributes or arranges the distribution of food to distribution centers from which food is transferred directly to the recipients.)

If the commodities are to move by rail, Patel loads commodities onto the rail cars, notifies CRS and the recipient distribution center (either a regional distribution center or an ordinary distribution center depending on whether the final distribution center is affiliated with a regional distribution center or not), and communicates the railroad way-bill numbers and wagon numbers, and at this point his responsibility ceases. When the regional distribution centers arrange their own ex-Dar Es Salaam transport, Patel's responsibilities cease when the commodities are turned over to the appropriate representatives of the former, as per instructions from CRS/T.

90% of all commodities ex-Tanga port move by rail. This is due in part to the extremely high truck transportation charges in Tanzania, and partly due to the herefore good availability of rail transport ex-Tanga. Patel has his own godowns in Tanga town (capacity approximately 300 MT) and as well has the use of the Diocese's warehouse in Tanga (capacity 500 MT). Supplied with a truck fleet of sufficient capacity and adequate warehouse space, there have been no storage problems so far. However, rail cars are now in short supply in Tanga and commodities are moving very slowly out of the town. If significant improvement is not made for commodity forwarding, CRS/T may have to divert their next Tanga call forward.

In summary, Patel's organization has adequate capital, adequate infrastructure in terms of warehouses in the ports out of which he operates, and a truck fleet of sufficient size to clear the commodities from the port areas. While he is by no means the ideal clearing and forwarding agent, (for example he is often delinquent with reports, often fails to notify the surveyor

when clearing commodities from the port,) many of the basic problems experienced by CRS/T in the area of the logistics of commodity movement, and commodity accountability are not strictly his fault.

In Mtwara (which for all extents and purposes re CRS/T operations can well be thought of as another country altogether: difficult transportation, communication and the like) CRS employs as C/F agent an outfit known as Abbasi. Abbasi owns his own trucks and godowns, sufficient for the storage and transportation of CRS commodities, and likewise has the use of the Diocese's warehouse of a 500 MT capacity. Abbasi also trucks all the commodities directly to the distribution centers as indicated by CRS, and collects payment from those centers. CRS/T reports having gotten very few complaints from these distribution centers, and has decided to allow this system to continue unmolested for the time being. Abbasi collects from each distribution center: 1) the C/F charges (based on a pro-rata proportion of the total clearing charges), 2) transport charges (he notifies CRS/T of the cost of this transport on a regular basis,) and 3) the 10 shs per unit CRS/T operational over-head charges, which he remitts to CRS in Dar Es Salaam.

4. Transportation From the ports (excluding Tanga) to the regional distribution center one of two modes of transportation is invariably used. Either the commodities are railed to the nearest railhead and collected at that railhead and transferred to the regional center using privately owned or contracted trucks for this latter transfer, or the regional distribution centers themselves arrange to collect their attributed commodities from Patel's godowns directly.

(In certain instances, a distribution center is not affiliated with a regional distribution center: in this case, the middleman is simply left out, and the procedures remain the same).

There are serious drawbacks to using either of the above modes of transportation. The drawback common to both methods is the loss of control over the commodities. In the case where commodities are railed to destination, it is CRS/T policy to remove goods from the port as fast as possible. The result of this is that when the goods are loaded on to wagons, the terms

are automatically owner's risk. Claims against the TRC for losses and/or damage are extremely difficult to settle. (FYI: CRS/T has yet to collect a claim against TRC although claims are filed against TRC. (Annex P).) In the case where any distribution center collects the commodities at Patel's godowns for shipment to the interior, CRS/T has no control over 1) the condition of the vehicles, 2) the transporters contracted by the centers, 3) the claims procedures in so far as a claim should/should/ not be filed against a particular center's contracted transporter for loss or damage of Title II commodities.

Thus, it can be argued that CRS/T does not have control of the commodities, for the simple reason that they do not control the transportation of the commodities. Further, documented losses when commodities are railed to destination are consistently high.

In those instances where regional distribution centers make their own arrangements (generally contracts with private truckers) to move commodities from the C/F Agents warehouses to the regional distribution centers' warehouses or to the distribution centers, transit losses, or damages, if any, remain unreported by distribution centers and thus are not pursued by CRS/T. It is not believed that regional or ordinary distribution centers initiate claims independently.

As explained above, CRS/T has an ongoing arrangement with Abbasi in Mtwara for transportation of commodities. Abbasi operates very independently but follows CRS/T allocation orders for the distribution centers in his defined geographical area, and keeps CRS/T informed of the transportation charges that he is applying. It is quite likely that given the difficulty of even getting to Mtwara, and given the limited resources CRS/T has as its disposal for management purposes, that if the program undergoes a revamping, Mtwara district would be eliminated. Having further impact is the fact that it is difficult to get ships to stop at Mtwara which makes program implementation difficult.

In general, CRS Title II commodities are shipped directly to the distribution centers, or are shipped to the regional distribution center whence they are forwarded to the final distribution centers. In those instances where commodities move by rail, it makes good sense to use the services of the regional distribution center

because these are generally located near the railhead, have warehouses, and access to trucks. In these instances where commodities move by truck, it makes no sense whatsoever, for obvious reasons.

However, transportation doesn't always end at the distribution center. Some distribution centers (ex. Nyabula in Iringa District) transport small quantities of food to even smaller outstations. While this is perhaps a very good idea, these transactions are not listed in the operational mandate of that center, neither are they recorded on the books. Another example is a very isolated village in Morogoro District only accessible by foot where Title II commodities are carried up the mountainside on top of people's heads.

In summary, the transportation system employed to get commodities to the final recipients is varied, somewhat complex and complicated, and standardized only within the most basic of parameters. One particular bag of NFDM may take four different truck trips before it arrives at final destination, another may take only one.

5. Regional Distribution Centers. A regional distribution center (RDC) is generally responsible to the distribution centers for collecting the food from Dar or from the railhead, storing it, and often arranging transport to those centers, often not.

It is somewhat unclear as to what exactly is the relationship between the RDC and the distribution center, especially when both are Catholic "Missions." Theoretically, the RDC is simply the storage point which coordinates certain of the logistics in getting the food to distribution centers, but on the other hand, requests to participate in the CRS program often seem to be channelled through the Diocese, which would imply a more active role in programming policy. One center visited during a recent field trip appears to turn over all recipient contributions to the Diocese. In the Team's opinion, the relationships that have developed over the years between the Dioceses and the distribution centers (and the functioning of the CRS program as a whole for that matter) are due to the fact that all distribution centers have been left pretty much alone by CRS/T for some time, and have established operational procedures tailored to meet the specific exigencies

of their relative positions/situations in the country side, in the church hierarchy, in the interface with similar TanGov activities. The way the distribution centers have set up their operations, and have designed their programs (and this holds true for the way that the RDC's functions as well) has apparently little to do with CRS/T objectives, implementation guidelines, or policies, due once again to the fact that CRS/T has not heretofore, or at least not in the recent past, promulgated these policies and guidelines, and assured itself of their implementation. The result is that the program is marked by tremendous heterogeneity and thus it is difficult to really pin down the role of the regional distribution center in the commodity distribution process.

6. Distribution Centers. At present there are four distinct components or categories of the CRS Title II assisted program in Tanzania: MCH centers/operations (119), Day Care and Institutional feeding centers (87), Food for Work projects (2: both small in scale) and Emergency Feeding (2 programs). The MCH programs that CRS/T assists are TanGov and/or church run already established centers, generally affiliated with a hospital or dispensary. On a recent field trip during which 3 MCH centers (all run by the Catholic church) were visited, if three centers could be viewed as a statistically valid sample (which they obviously cannot), the general impression would be one of MCH centers which are well staffed, well equipped, well supplied with medicines and run by qualified personnel, which in many cases contribute to the well-being of the society. At least in terms of the centers which are integrated into and run by the church missions, it seems reasonable to suppose that those centers would be relatively well equipped and set up, given the larger and more specific resources that the mission centers have to rely upon.

Each distribution center in theory has one (or more) store-rooms for Title II commodities and if they distribute the food according to CRS/T prescribed rations, given that none of these programs is very large, sufficient storage space will always be available.

The MCH centers, as they generally are associated with (if not integrated into) dispensaries, clinics or hospitals, presumably have sufficient staff, although most of them do not have full time staff. The three MCH centers visited during recent field trip to Iringa and Morogoro regions would seem to indicate that the level of training and competence is on the whole, reasonable. In addition, recent USAID/T efforts to train MCH workers have undoubtedly helped to raise the quality level of MCH workers throughout the Republic.

For list of centers, see Annex B.

C. Summary of Working Agreements Between CRS/T and:

1. Government of Tanzania

a. CRS currently operates under the protocol of April 25, 1962; copies on file, CRS, USAID.

b. CRS/T initiated negotiations of a new country agreement in mid-1981. A copy of this document was not requested because the review team considered that its inclusion in this review could interfere with on-going CRS/GOT negotiations. The team did get CRS/T Director's assurances that the revised agreement complies with HB 9, 6E.2. The intent of the revised agreement is to elicit a stronger TanGov endorsement of CRS activities in Tanzania, to assign clearer lines of responsibility for rail shipments, and identify more responsive ministerial support. The new agreement places no demands on TanGov manpower or finance.

c. In 1980 CRS/T was heartened by President Nyerere's commitment to let CRS commodities pass through Tanzania ports free of port/discharge costs. (They do arrive duty-free). However, by 1981 the appropriate financial or port authorities had not yet implemented this commitment. CRS is still paying port fees.

2. Freight Forwarder (see Annex C)

3. Regional Distribution centers (see Annex D)

4. Distribution Centers (see Annex E)

5. Survey Report (See Annex F)

D. Commodity Use

1. Recipient level by Program.

a. MCH: The FY81 AER approved the following recipient levels - 50,000 children and 25,000 mothers; total 75,000 participants. According to CRS/T staff and the most recent recipient status report dated July 27, 1981 the gross MCH recipient numbers are more on the order of 135,000 vs 75,000 approved.

b. Day Care centers and Institutional Feeding centers are authorized a total of 28,000 recipients by the FY 81 AER. The most recent recipient status report indicates that 46,000 recipients are benefiting from Title II commodities.

c. 1000 workers and 4000 dependents are authorized for the 81 program; only about 900 were reached during the April-June 81 period. It is estimated that around 400 people (workers and dependents) are currently participating in this program.

d. Although not specifically identified in the CRS AER or operational plan, CRS is currently supporting two emergency relief efforts, one in Mtwara and the other in Tabora. The former effort is in aid of Mtwara fire victims - very small in scale (6 MT, a one shot contribution) and the other in Tabora is in support of a Mother Theresa group working to combat famine which program has received to date 30 MT of commodities. CRS/T sought and received USAID/T authorization for these activities.

e. Discussions with CRS/T staff and observations of three MCH centers' operations made during recent field trip indicate that recipient levels actually reached have very little correlation with 1) CRS/T approved recipient levels by center or 2) CRS/T approved global recipient levels for Tanzania. Due to the somewhat distant relationships between CRS/T and the distribution centers, reliable information re recipient levels is hard to come by. The disparity between approved and actual recipient levels for this program can best be explained as follows:

CRS/T staff estimate that about 50% of the "MCH" centers are in actuality running emergency relief programs, and 50% are following reasonably closely the CRS MCH guidelines. Many centers decide for themselves their own basic operational procedures and modify their programs to suit (as the center sees them) the particular circumstances or conditions of the area in which they work. Basically, heretofore, the centers have taken unto themselves a great latitude to run whatever kind of program they choose. For example, some centers accept all new applicants, and simply reduce rations to satisfy demand, others feed infants from the day they are born, others give mothers rations, other do not, and so on.

CRS/T is aware, acutely aware, that their present program is unstandardized in many areas, and that CRS implementation guidelines are in many cases not being followed. This is viewed as a very important issue, and CRS/T is pursuing ideas (still at the drawing-room stage) as to how to exercise more implementation guideline control over this program.

2. Nature of recipients: Prior to setting out observations as to the actual characterization of recipients, the following qualification that has a significant bearing on the rapidly gleaned evaluative data presented in this review has to be made: CRS/T is running an extremely diversified program in this country. Program activities are scattered over Tanzania, and due to limited transportation and qualified personnel CRS/T cannot (and obviously heretofore does not) monitor even a reasonable percentage of these programs, to say nothing of supervising them. In this light, and since the centers themselves in many cases operate very independently and view CRS as a "food-supplier" basically, getting accurate or useable reports from the centers is extremely difficult. In all honesty, this review team must swallow the same kind of criticism as that which is levelled at CRS/T program management: due to the distances involved, and the basic diversity of the program, to review field operations of this program would take two months of field work. Obviously, this was not done, and the data and

observations contained in this report are insufficient for purposes of coming to specific conclusions re program implementation. The general conclusions and characterizations remain valid.

Since observations re actual recipients reached and the nature of those recipients are basic data for general conclusions as to whether CRS/T is meeting stated objectives, this review team will only comment on MCH centers (3 of which were actually visited) and extrapolate from those general conclusions to include the other three program activities (FFW, DCC and Emergency Relief).

There is every indication that at least a significant number of centers do not provide rations to the mothers of eligible children, only to the children themselves. It is estimated that perhaps 10% of all MCH recipients are mothers (vs 33% approved). (CRS/T has yet to instruct all the centers to give rations to the mothers as well.) In many cases, there is every indication that centers follow an open door policy of allowing all children from 0 - 5 years to participate. There are indications that MCH food is in at least one case used in the adjacent hospitals. All in all in many cases due to the peculiar record keeping of the centers, and judging from other similar departures from CRS/T guidelines in other related areas, it is not unjustified conclusion (although verification of a the extent, or scope is lacking in this review) that a significant number of unqualified recipients are benefitting from this food. This implicit criticism must be mitigated by the fact that in most cases of this kind, different recipient categories are being mingled. Although this may not be necessarily a disadvantage, the intent of AID directives is to form a rigid categorization of programs and projects.

The CRS basis for providing rations to mothers of children, and to each child in the prescribed age bracket, and for providing 2 kg of cereals, 2 kg of milk, and 1 kg of oil is that by providing the above rations, to the above recipients, which rations constitute an economic and nutritious package, the household food levels will be increased with a commitment from the mother that greater amounts of nutritious food will be ingested by the target group daily. By implication if rations are reduced, ○

mothers excluded, the child no longer would receive sufficient dietary supplements.

Therefore, since in many cases (and observations made on recent field trip support these conclusions) 1) centers give reduced rations, 2) mothers receive no rations, 3) mothers of two children receive the same rations as mothers of one, it is difficult to pinpoint who the actual recipients are -- the children or the whole family.

A basic characterization of MCH recipients is as follows: mothers and young children, many of them from rural areas, generally quite poor, are basically representative of the targetted population. (Obviously CRS/T cannot ever hope to be able to provide assistance to all the Tanzanian families which are so-characterized.)

In conclusion, since the centers practice their own sets of recipient criteria guidelines, and since significant departures from CRS standardized procedures are observed, including selection of recipients, it is a safe bet to say that although this review team has no statistical basis on which to base this conclusion, significant numbers of recipients in all three programs do not meet CRS program guidelines.

3. Rations. CRS/T prescribed rations, as communicated to the centers, can be found in Annex J and follow AER (81) guidelines. There is every indication that prescribed rations are not being given out by many of the MCH centers, and by extension, every reason to expect that prescribed rations are not being implemented in the other program activities either. There was wide divergence in rations provided in three MCH centers as follows:

Center 1 (Tosamananga): 1 kg bulgur, 1 kg milk, 0.5 kg oil (parenthically, there was no indication that mothers having more than one child enrolled received any more food than those with only one child). (However, it would appear that especially malnourished children receive bi-monthly rations, i.e. double rations.)

Center 2 (Nyabula): 1 kg oil, 2 kg milk, 2 kg bulgur. (As in center No. 1 there seems to be some incentive to have a sick child - underweight children receive double rations of milk.)

Center 3 (Kibungochini): the ration system changes every month: 1st month: 2 kg milk, 1 kg oil; 2nd month: 2 kg bulgur, 1 kg oil. The sisters in charge of this clinic claimed that as the price the center had to charge the recipients was already so high, they were able to keep the price down to 8/- per month only by alternating milk and bulgur every month. By effectively reducing rations per month, the package becomes cheaper to buy.

However, in the opinion of the CRS/T staff which had visited the center previously, the 15 MT of bulgur in the warehouse had not been touched and the wheat was simply not being distributed. The beginnings of infestation were noted.

4. Payment For Commodities. The recipients of the food contribute (pay) the following amounts monthly. (\$1=8.30 T/ShS)

<u>Center</u>	<u>Region</u>	<u>Payment</u>	
Kibungochini	Morogoro	8/- (\$0.96)-	1 kg oil, either 2 kgs milk or bulgur.
Nyabula	Iringa	12/- (\$1.45)-	1 kg oil, 2 kg bulgur, 2 kg milk.
Tosamaganga	Iringa	12/- (\$1.45)-	1 kg bulgur, 1 kg milk 0.5 kg oil
Msimbasi Mission Clinic	Dar Es Salaam	10/- (\$1.20)-	1 kg oil, 2 kg bulgur, 2 kg milk

(To put prices into perspective, TanGov controlled price of cornmeal is 2.5 Shs/kg, and beer 17 Shs. (bottle);)

At least for the MCH centers, the recipient contributions can best be viewed as payments which underwrite the implementation costs of the program including inland transportation, storage, and most CRS/T administrative and operational costs. To identify the raison d'etre for these recipient contributions, a brief background is needed.

Overall, this is how the system works, with slight variation in Mtwara:

The C/F Agent bills CRS/T. CRS/T passes these costs as well as their operational/administrative costs along to the RDC's or to the distribution centers. The RDC's either pay the ex-port transportation charges directly, or reimburse CRS/T for the TRC charges. When the food arrives at the RDC, it passes its total costs, plus warehousing, labor and overhead, along with other transportation costs on to the distribution centers in its area of operations. The distribution center passes the totality of its costs on to the recipients.

According to CRS/T Reps, the recipient payment system has evolved over the years to meet the problems posed by increased operational costs. CRS/T recommends that the center charge 5/- for 5 kg of food, but this goal is not always attained, especially where inland transportation costs are high. However, part of the reason why costs to the recipients are so high is due to the fact that everybody passes all their costs on down to the recipients, and due to the fact that transportation is done in a very cost-inefficient manner. And indeed, why should the Dioceses, or the centers attempt to economize by searching out less costly commodity transportation if 1) they can pass on all costs to recipients and 2) CRS/T gives them free rein to do this?

In certain cases those recipients who can pay subsidize certain who cannot. Certain centers waive payments for those destitute members of the community, or accept extreme cases from other areas. In the opinion of most of the MCH workers interviewed, recipients costs were thought to be somewhat high, but not excessively so, and not so high so as to force people to abandon the program. Recidivism is low.

Day Care center participants apparently pay variable charges as well, although little information was available as of the date of this review.

5. Commodity Use: Overview. The CRS Country Director recognizes a wide range of commodity, recipient, and management problem areas that need attention. CRS/T has taken important steps to bring their operation into line with AID HB 9 guidelines. Certain problems areas, however, exist still, and these must be put into the proper perspective if the true nature of those problem areas is to be understood. Basically CRS/T is faced with a program that has failed to adapt itself over recent years to the changing country that is Tanzania. Systems that worked in the past no longer work today, transportation costs have risen astronomically, the Tanzanian shilling is overvalued, the recent localized droughts have brought new and different pressures to bear on an already beleaguered operation. Perspective is needed.

First of all in terms of program operation, it must be allowed that CRS/T is benefiting from the relationship that it has with the church missions in Tanzania. The missions can and do bring their significant material, technical and staffing resources to the MCH centers that they operate. Judging from the small number of church mission MCH centers visited, the infrastructure, equipment, supplies, staff are in general very very good.

In fact, one program visited (in Nyabula) can only be categorized as an excellent, if not model, operation. The basic area of difficulty is simply that the centers go pretty much their own way, operate independently, and are to a certain extent unfamiliar with what CRS requires from them in terms of operational procedures. This does not mean, however, that these centers are 1) running invalid programs 2) misusing commodities, or 3) having a negative impact on the whole. It is unfortunately easier to find areas of non-compliance with AID-volag regulations re Title II programs than to find programs that follow all the rules and touch all the bases. It is reasonable to expect that the vast majority of these distribution centers are actually committed to the basic goals of fighting malnutrition, promoting, as they view it nutritional/sanitary awareness, and are having a positive impact on the communities in which they operate. Many of these missions, it must be noted,

are in rural areas, and thus are in a position to target the rural poor populations. If a general conclusion re restructuring of the CRS/T MCH program is to be done, it would be unfortunate if the baby were to be thrown out with the bath water. What is needed is more direct supervision by CRS/T and more standardization of operational procedures.

In order to put recipient contributions into perspective, it must be stated that all donors face the same problems of inland transport: not only is there a high demand for the services of the RR and truck transporters, it is costly. This, and the overvalued Tanzanian shilling combined make the recipient contributions appear to be quite high. It must not be forgotten that this is a self-sustaining program, and with more standardization, and more efficient use of recipient payments, the program will still be self-sustaining, and less costly to the recipients. CRS/T is aware of these problems and avenues to explore when seeking solutions, and will be taking them into account when re-vamping program operations.

E. Freight Forwarding and Transportation/Problem Area.

CRS/T has recently experienced serious difficulties in getting rail cars. 6-8 months ago, it was not easy to get rail cars out of Dar, and assured that things would be better out of Tanga, CRS/T began requesting more commodities (47%) through Tanga. Now, it is extremely difficult to get RR wagons out of Tanga, and CRS/T may have to divert the Tanga portion of their next call forward. It is desirable to use the railroad because it's much cheaper: average cost to CRS is \$38/MT countrywide. The problem is simply one of getting enough rail cars.

One disadvantage to using the TRC is that they pay no claims, and losses are inevitable.

The centers and MDP's that do not have the commodities railed to them end up either using their own trucks to come to Dar, (very cost-effective), or have to contract the hauling. Countrywide, this is very expensive. For example, from Patel's godown to a Dar Es Salaam center 4 miles away, the transport charges are approximately \$9-10 a ton. From Dar to Iringa

transport cost \$50-\$60 a ton. From Morogoro to a center 60 km away, the center pays \$10-\$12 a ton. A basic disadvantage of the catch as catch can method of getting transportation for the commodities is that it is expensive. On the other hand, the distribution centers can get their food rapidly, as they need it. But the transporters generally don't accept claims, or simply, the centers never claim for lost or damaged commodities.

An immediate positive step would be for CRS/T to discontinue transportation of commodities to the RDC's, (whence they are transshipped to the distribution centers) and begin transporting directly to centers. This would be cheaper, would lessen unnecessary handling, and make it easier to account for the food. CRS/T has already expressed their intention to do this.

In the longer term, CRS/T should take a more active role in the truck-transport sector, and give serious consideration to contracting with one or more reliable outfits for the movement of commodities. The potential volume and regularity of the business CRS could throw their way would conceivably give them some leverage with which to push for lower rates, and better service.

F. Management Of The Program By CRS/T

1. Commodity Accountability. Faced with a large country, and operations scattered all over the country (using a mixture of rail and road transportation), operating out of three Indian Ocean ports, and serving 200 plus distribution centers, CRS/T has had considerable difficulty in accounting for all commodities. (For steps CRS/T has taken to ensure good commodity accountability, see III.F.6. below). It should be noted that the preponderance of the difficulty heretofore encountered is simply the provision of getting the centers to notify CRS/T of the amount of commodity actually received. Most centers do not return (to CRS) the receipts (Annex G) for commodities. Thus CRS/T has a limited idea of what the centers are getting. There is also some indication that many of the centers sign for the full amount of a shipment, even though the shipment is incomplete. This is especially true of the RR which will not release commodities unless the full amount (whether the full amount is delivered or not) is signed for. CRS/T is to be commended for

their record keeping. Their inland transport ledgers reflect accurately the status of commodity movement. However, CRS has to impress upon the centers the necessity of sending in receipts. In a traditionally unalphabetic society, where the written word is often viewed with distrust, this is proving to be somewhat difficult.

From the other end, the port operation and the freight forwarder's godowns, CRS/T has discovered that it is imperative to detail CRS personnel to monitor these operations. This is being done and recently information re amounts received and disposition has improved markedly.

2. Recipient Status. Concomittent with the difficulty CRS/T experiences setting accurate statements from the centers re receipt of commodities, CRS/T has some difficulty getting recipient figures out of the centers. However, the availability of this data is improving, and with the new vehicles CRS has purchased for end-use monitoring, this situation should improve.

CRS has at the same time little information about who the recipients actually are, by what criteria they are chosen. With closer and more involved management of the program envisaged in the near future, CRS/T will have a better idea as to the actual recipients, and, equally, will be in a position to make policy decisions regarding selection criteria in a more active way.

3. Project Approval System.

A. CRS/T reports letters requesting support are the primary source of program initiation. Letters are usually from an institution, or channeled through the parish. Emphasis is on MCH, de-emphasis on FFW (only 2 active). The CRS acknowledgement of the letter of request will ask for more specific information. When this cycle is complete, one of the CRS pre-school supervisors will visit the project site. Upon this verification, deliveries for the project will commence. (See Annex H.)

B. Termination is effected either by letter from CRS/T to the project holder, or from the project holder to CRS/T. Several recent terminations have been announced. Effective 1 October 1981, all centers have renewed agreements with CRS/T.

C. The degree of TanGov approval to specific projects is tenuous. At this time it is a moot point. Most MCH projects are humanitarian and come from civic groups, or quasi government organizations. (PTA e.g.) If significant development projects are to evolve - e.g. oil seed production to promote small scale family economy - governmental sanction of projects will have to improve. In the case of the oil-seed project, currently all production must be sold to the parastatal oil-seed monopoly.

D. CRS/T is aware that there are problems with its project controls. This is reflected in the April-June 81 Recipient Status Report which indicates 180,000 recipients; FY 81 AER is 108,000 recipients.

4. Documents And Information System: To document the information system employed by CRS/T to keep itself informed about program implementation, a chronological run down is given as follows:

1. A request to participate in Title II assisted activities (Annex H) is sent by a prospective new distribution center to CRS/T.
2. A circular informing the center that its application has been granted (Annex J) is sent by CRS/T to the center if CRS/T approves; this circular identifies the rations to be applied.
3. A circular explaining the CRS/T billing system (Annex I) is also sent to the distribution center.
4. An agreement form (Annex D) is also sent to each distribution center.

Then the distribution center is allocated a certain quantity of food from the next shipment, and CRS/T makes arrangements with Patel or Abbasi for transport modalities. The distribution center is notified of these arrangements.

5. An advance notice (Annex K) is sent to the distribution center and RDC (if applicable).

6. A receipt (Annex G) is also sent to the distribution center.

7. The bill (Annex L) accompanies the advance notice and the receipt, and should be returned to CRS/T with a check.

then, each distribution center sends every month to CRS/T:

8. A monthly stock and distribution report (Annex M:)

9. At the end of the fiscal year, CRS/T circulates to all centers a request for an updated program plan, which should be considered when drawing up the new year's agreement (Annex D).

10. Finally, if and when an end-use checker visits the center, the end-use checkers' report (Annex N) is added to all of the above.

The information system CRS/T uses to keep track of commodities ex-ship's tackle to delivery to the centers is as follows:

11. CRS sends to the C/F agent a notification of impending arrival (Annex O) and requests clearing operations to begin forthwith. Enclosed with this notification are all documents necessary for clearing the commodities.

12. Simultaneously, CRS/T notifies the surveyor that he should survey the cargo discharged. (Annex O-1)

13. CRS/T also send to the C/F agent the desired distribution lists and allocations (Annex O-2).

14. Then, the C/F agent will send to CRS the reports on the movements of goods from the port, and from the godowns (Annex O-3 and O-4).

While all this is going on, CRS receives the port outturn report, and the survey report, and comparison is made with the C/F agents reports on movement of goods. If the survey report indicates a short-

landing, a request is made to the C/F agent (Annex 0-5) for furnish documentation required for claims. Then, when these documents are available, CRS/T forwards them to CRS/NY for eventual marine claims (Annex 0-6).

If the main distributors take Dar delivery of their allocated commodities, they always arrange their own transportation. Thus, CRS/T does not track individual shipments. Traces of those shipments show up if and only if the centers return the receipts already mentioned to CRS/T in Dar. If the commodities move by rail, shortages are common, and if CRS/T is notified by the RDC of a shortlanding, a letter is sent to the Tanzanian Railways Corporation (TRC) requesting that necessary action be taken. This is usually followed up by a claim against TRC, unless TRC finds the commodities (Annex P).

In terms of information flow from CRS/T to USAID/T, CRS has been submitting factual commodity and recipient status reports lately. These reports are based on actual information received from the centers.

5. Loss Reporting

a) Establishing marine losses; survey and outturn report: CRS/T continues to express concern about the quality of survey reports received from its present survey agent, SGS. (Seen Annex F.) CRS/T is pursuing the possibility of engaging the independent surveyor (SGS) to supervise clearance and delivery of the cargo from customs or port areas to the cooperating sponsor or its agent and to issue delivery survey reports thereon. This is in addition to the independent cargo survey now being made in attendance of discharge of cargo. (Costs of both types of surveys are reimbursable, ref. Reg. 11, Para 211.0.) Guidelines for maritime claims: (AID Reg. 11): dissociate the volag country operations from the responsibility for initiating marine losses. Follow-up on marine claims is the responsibility of CRS/NY. Nevertheless CRS/T should be aware of the status on marine losses.

b) Inland losses, establishment of claims, follow-up procedures. By far, the greatest inland losses result from the transfer of goods involving handling on/off vehicles, rail wagons, and at transit points.

c) CRS/T has started to use the suggested loss report format (HB 9, Ex.I) in its claims procedure, and AID receives their copy. Follow-up on the part of USAID/T is incomplete. To address, REDSO emphasizes the CRS/T to report all losses and diversions to USAID/T on the format which outlines USAID follow-up. This follow-up may take any number of directions: hot pursuit, including legal consul; compromise within limits of HB 9, Chapter 8, all accomplished Mission notification/consultation.

d) REDSO/EA has reiterated to AID/T its responsibilities in more prudent oversight of CRS reports of allegations of inland losses, diversion, or theft. REDSO/EA is also committed to reviewing loss procedures with the intent to improve monitoring of this aspect of PL 480 monitoring responsibilities.

G* USAID Approval Of Portion Of CRS Programs Using PL 480 Commodities.

1. The review team considered USAID/T's compliance with program approval was in accordance with HB 9, Chapter 7, Title II Program Implementation:

a) Calls Forward. CRS/T routinely informs USAID/T when commodities are to be called forward. This is done quarterly, by commodity, by port of discharge. The CRS/T Director was aware of his responsibility to plan his distributions to avoid, to the extent possible, cancellations that would create a large gap between actual shipment and the AER. Overall evaluation of the call-forward system, shipment notification, transmission of B/L, and arrival times is satisfactory.

b) CRS/T is aware of and practices appropriate procedures when commodities are borrowed or loaned, transferred between approved projects, transferred to meet disaster needs. The Mission is aware of its responsibilities in approving borrowed, transferred, exchanged diverted commodities, and also disposal of excess stocks.

c) CRS/T should provide the Mission with its procedure for disposition of unfit commodities, referring to AID Reg.11, 211.8.

d) The review team reiterated the requirement to establish timely and workable claims procedures. See II., F.7.

e) USAID/T is aware of its responsibilities to include PL 480/II in its ABS and CDSS.

f) USAID/T has reviewed and approved CRS/T AER and operational plans in the past. The Mission should continue to review AER's and operational plans. The review team suggests that the Mission continues providing guidance, requesting AID/W and/or REDSO advise, on the proposed revised operational plan.

H. Extent to Which Objectives Are Realized

1. The PL 480 Title II legislative mandate reads, ... "To meet famine or other urgent or extra-ordinary relief requirements; to combat malnutrition, especially in children; to promote economic and community development in friendly developing area; and for needy persons and non-profit school lunch and pre-school feeding programs outside the United States... assistance to needy persons shall insofar as practicable be directed toward community and other self-help activities designed to alleviate the causes of the need for such assistance."

2. By and large CRS/T is striving to meet this mandate, but the present plan of operations inadequately articulates how and why CRS is attaining this larger objective. We firmly believe that CRS/T has the leadership in Tanzania, in Nairobi, and in CRS/NY that is required to design, manage and implement a plan that does reflect the sense of the PL 480 Title II objectives. To reiterate a theme that has been played throughout this review, management, administration, and supervision of the program have suffered because leadership had lost sight of who was doing what for whom, and how, when, where, why. It is not the mere re-editing of a document that will turn the program around. It is the quality and effectiveness of the leadership that must be exerted throughout the entire system that will save the day.

This "effectiveness of leadership" depends to a great extent on the terms in which obtainable goals and objectives are defined, as well as how "effectiveness of leadership" will mobilize available resources in implementation of a restructured program.

3. The extent to which objectives are being met, can be met, or should be met is clearly a function of resources available to meet these objectives. To put the CRS/T operation into focus:

a) Population: 18,000,000. CRS approved recipients: 95,000 (one half of one per cent of the population may benefit from CRS rations)

b) Approximate cereal deficit: (1981 import need): 241,000 MT. CRS expected imports 1982, 4,300 MT (2% of deficit; a percentage of total cereal demand, probably over 1 million tons, is infinitesimal):

c) Tanzania has an area of 362,000 square miles; one third bigger than Texas. To serve this area, there is a 45,000 km road network (in very poor condition). CRS has 200 plus operational points need regular supervision. Two vehicles, and, at most 3 "monitors" are the resources available for this aspect of its operation.

4. Clearly, CRS must put its operations in the context of a controlled experiment with a catalyst; PL 480/II being the reagent which, when applied in limited, defined manner, will bring about certain measurable desired effects, either in terms of better nutrition for a limited target group, or an amelioration of economic condition, or increased production, or fruitful self-help projects. PL 480/II commodity availability precludes CRS from looking a global solutions in Tanzania. Thus objectives must be stated in terms of using PL 480 as the catalyst, or reagent, to motivate, promote desired objectives; the premise being that PL 480/II resources can overcome a development inertia and stimulate the action of others. Or, the "multiplier effect."

I. Linkage of CRS/T Sponsored PL 480/II Program
With USAID Strategy (CDSS FY 83)

A. The review team notes that the USAID/T CDSS, FY 83, reports, "At present, the Mission envisions continued support of the CRS Title II supplemental feeding programs, aimed at increasing the nutritional levels of the at-risk mother/child population."

B. AID/W in its FY 82 PL 480/II CRS/T Program Approval cable (State 225431), Comments, "There is at best only nominal mentioning of the CRS/T Title II program within the FY 83/CDSS. Can you elaborate by program category on whether the CRS program generally falls within the Mission development strategy? If not, are there plans to integrate and if so what are they? In regards to the next CDSS, what plans are there for inclusion of CRS/T activity? Vis-a-vis recent audit, has the Mission been able to detect discernible improvement in the general management and impact of the program once audit recommendations/cited program management deficiencies have been retired/addressed? What are your general findings on various end use observation field trips? Elaborate."

C. With the exception of reframing a future CDSS, which is recognized as the sole responsibility of the Mission, the team considers that this review addresses all issues raised in the FY 82 CRS/T approval cable.

D. Notwithstanding the meager PL 480/II contribution to Tanzania compared to national requirements, and to USAID resources and strategies, the team sees strong linkage between the two agencies operations. The CRS Director is aware of the desirability of linking and coordinating strategies. The team suggests such program coordination could consider closer meshing of the CRS/MCH project with the USAID funded Village Health Workers project. Even though this project is terminated, MCH resources were augmented and in-puts could be mutually supportive. Another USAID strategy concerns "Effective Decentralization." CRS is now examining the TanGov intentions to decentralize, and the implications for CRS operations. CRS is examining the feasibility of concentra-

ting most of its distributions, and project activity in the north, i.e., by rail out of Tanga. This parallels USAID's geographic coverage.

E. With the revamping of the CRS program now the horizon, the team estimates that by the time the Mission is required to reassess its country strategy, the CRS program will be having a small but verifiable impact; objectives will be better defined, enabling USAID/T to take a more substantial position on CRS/T's humanitarian and development efforts.

IV. STATUS OF CURRENT OR PENDING AUDITS, INTERNAL REVIEWS

A. Audits:

RIG/A Audit 3-621-80-24, Sept. 18, 1980: With the exception of three still outstanding audit recommendations cited below, all other audit recommendations (80-24) have been closed. USAID/T files contain pertinent communications recommending reasons for closing the recommendations, and RIG/A, or AAG/AID/W determination to close the audit.

(1) Recommendation No. 8, (Internal review). With the announcement by CRS/NY that the CRS audit will be conducted Jan-Feb, 1982, closing of this recommendation awaits AAG/W final determination.

(2) Recommendation No. 9, (Disseminate CRS operational procedures to field). REDSO/EA has proposed that the intended revamping of the CRS/T overall operational plan makes the present draft manual (never distributed) obsolete. Upon acceptance of the restructured CRS operational plan for FY 82, CRS/T should rewrite its field instructions, and advise USAID/T when the manual has been distributed.

(3) Recommendation No. 13, (REDSO review). Herein presented.

B. CRS/NY Internal Audit, 1978, and GAO Audit, 1979: This review did not focus on these audits and recommendations which were reviewed in RIG/A audit, A, above.

- C. Internal Reviews. This team recommends that the up-coming CRS/NY Internal Audit be established as the bench-mark for an "internal review." USAID/T should agree, in writing, with CRS/T that future "internal reviews" will be conducted periodically. If no CRS/NY formal audit is scheduled within a reasonable period, the CRS director will conduct, or arrange to conduct a review, or a series of examinations, which in final form will constitute a comprehensive review of all aspects of the Title II program under the jurisdiction of CRS/T.

V. FUTURE OF TITLE II PROGRAMS UNDER CRS SPONSORSHIP IN TANZANIA

- A. "We have concluded our management review of the CRS program. This are looking up. The future is brighter." This review team wishes it could make that statement, but that quote must be attributed to the USAID, Food for Peace Officer in Dar Es Salaam in June 1977. The present review is somewhat optimistic, but only guardedly.
- B. CRS is advancing simultaneously on three fronts:
 - (1) improving its country-wide administrative system, management skills and controls, (2) sustaining day-to-day operations, and distributing commodities within the framework of already stated program commitments, i.e. FY 82 Operational Plan, (3) examining the possibility of realigning this operational base, to the extent of scheduling further adjustments in on-going MCH, Pre-School Feeding, Food for Work, and Other Child Feeding, and restructuring its entire distribution plan.
- C. Given the extent of management reforms that have been initiated since Jan. 1981, the review team has verified that CRS management has redressed many of the past specific faults in its accountability for commodities. CRS/T still not satisfied that its controls are adequate, will continue to seek better management standards, and is willing to seek program guidance from its New York headquarters, from USAID/T, and REDSO/EA, Nairobi.

D. Areas of hazy definitions of modalities, or even un-stated, mis-stated, or misunderstood program objectives became institutionalized in successive CRS/T operational plans. These appear to have been passed on from one year to the next, seldom being questioned by either the CRS/T or USAID/T. CRS/T was first to point out that its own FY 82 operational plan needed to be revamped before its management resources and PL 480 commodities could be meshed with today's CRS, USAID, and GOT's developmental and humanitarian priorities. Continuation of CRS "successful" PL 480 Title II operations must be controlled by mutually acceptable guidelines, i.e. H.B. 9 and AID Reg. 11, yet in the context of ambivalent TanGov attitudes toward food aid in general and the constraining factors of increased human and resource availability vs food and nutrition needs of 18 million people, living in a country the size of Texas and New Mexico, with rapidly deteriorating transportation infrastructure. The TanGov's emphasis on "decentralization" effects CRS operations, particularly regional distribution plans. The rationale behind the identification of the recipient population, and the ration they are to be given is made difficult because of perceptions of PL 480 Title II Food Aid; i.e., within the PL 480 Title II legislative mandate, CRS/T must, with the limited resources available, chart a course that either meets famine or other urgent requirements, and/or combats malnutrition, and/or promotes economic and community development. Availability of resources, population and geography preclude CRS PL 480 Title II distributions from a major impact on malnutrition in Tanzania. It may also be appropriate to ask here, can a reasonable impact be made on malnutrition generally with Title II resources above? Has a model been developed, tested, and implemented on a scale compatible with Tanzanian parameters? Or are best efforts being reviewed to determine if the legislative objective is valid and attainable.

VI SUMMARY OF FINDINGS AND SUGGESTED ACTIONS

A. In light of the on-going CRS/T internal assessment conducted by CRS/T Director Barbieri since his arrival in June, 1981, and this review exercise, the complexion of the CRS/T program may be expected to change over the coming months. CRS/T must simply assess the needs, and the constraints to meeting these needs - a process already well underway. Many constraints have been identified in this review; most constraints identified by the CRS Director himself. There are probably more constraints that this review has not dwelt upon, such as possible incompatibility of CRS and AID policies and objectives; in appropriate resources, e.g. gratis food, neglecting all important transport costs; regulatory restrictions and limitations. Within this frame work of needs and constraints, CRS/T has tasked itself with clearly understanding CRS and AID policies and objectives, inventorying its resources, determining its implementation capability and capacity, establishing obtainable and verifiable objectives, and defining goals. All of this, to be articulated by one CRS/T Program Director, in a concise, erudite document referred to as a CRS/T Plan of Operation. Or, in AID terms, the equivalent of a Project Paper (PP) or PID (Project Identification Document).

B. This review purposely avoids making specific recommendations as to the modalities and form this restated Plan of Operations should take. The review focuses on sectors requiring remedial attention: Distribution centers must adhere to CRS distribution policies, and accounting procedures; commodity distributions must be made on basis of discrete programs with stated objectives; CRS should use transportation facilities which get commodities to recipients at the lowest cost, with the least losses; CRS should be able to justify better the costs that participants pay for PL 480 Title II commodities. (Ref. AID Reg. 11, 211.5 (f); the plan should define the role that PL 480/II commodities should and can play in Tanzania- i.e., by virtue of commodity, personnel and budget constraints, PL 480/II foods cannot presume to be a panacea for nutritional and supply problems on a national basis. CRS/T should define its procedures for distributing to those unable to pay anything for PL 480/II commodities.

C. Upon approval of the revised plan, CRS/T should disseminate to its field posts a manual of operations that enables effective implementation of the operational plan (I, IV.A).

D. CRS/T should continue its efforts to renegotiate a new country agreement. CRS/T is commended for its initiative in seeking an up-dated agreement, (III,C1).

E. CRS Director, Mr. Barbieri, and AR/FFPO, R.Kidd, agreed that CRS/T should discontinue sending its Container Report to USAID/T for the following reasons:

(1) it is not a regulatory requirement; and
(2) USAID/T makes no use of the information. However, USAID/T should request that such records remain in CRS/T files for audit purposes.

F. It is not enough to say that the relationships between CRS/T and USAID/T are on a sound and professional footing, which in fact, they appear to be. CRS/T is interested in advancing innovative program concepts; traditional guidelines will be pushed. As a result of past management criticisms, CRS/T and USAID/T will probably take a closer look at their PL 480 legislated responsibilities, and questions of interpretation will arise. The program's future is closely related to the professionalism and competence with which these inevitable confrontations are resolved.

G. For the most part, CRS/T had diagnosed its own malaise. The cure is going to be hard to swallow; further commodity/recipient reductions, realignment of personnel and distribution patterns, an expectation of greater host government participation (moral, if not financial) and rethinking of program objectives and operations, primarily to find better ways to use PL 480 Title II as a definable, verifiable food for development resource. It is the review team's recommendation that CRS/T be given the fullest possible latitude in effecting changes in its FY 82 operational plan as soon as possible. Such changes should anticipate no increase in total participants or commodities over those presently allocated. FY 83 should be examined on the basis of no significant commodity/participant/ration increases. Modest increases (probably not to exceed 10%) should be identified and justified as soon as feasible.

H. The review team had proposed using some of the elements of HB 9 Chapter 13, Evaluations, in the context of this analysis of CRS/T operations. If the changes in operational plans as now being considered by CRS are, in fact, approved and executed, Tanzania may become the venue for evaluation. However, such a stylized evaluation would be unrewarding as an appropriate measure of positive or negative resource utilization at this stage.

TANZANIA

Handwritten:
1/1 and
Kanda

1. Elements of Operations

A. Identification

1. Name of Co-operating Sponsor:

Catholic Relief Services - U.S.C.C.
P.O. Box 9222
DAR ES SALAAM
TANZANIA

Date submitted: May, 1981

2. American citizen responsible for Title II supervision:
(full time)

Lawrence Barbieri - Program Director

Program Assistant - American citizen - Pauline Wilson

Administrative Staff

S.R. Toroka - Local Assistant

H.H. Hasham - Accountant

Z.B. Karabani - Administrative Assistant

M.R. Simbalyana - Secretary

J. Majengo - Accountant Secretary/Clerk

Pre-School Program

J.S. Wagi - Supervisor Co-ordinator

A. Yowa - Assistant Pre-School Supervisor

I. Ballonzi - Assistant Pre-School Supervisor

J. Chitenje - Assistant Pre-School Supervisor

N. Fernandes - Secretary

Primary School Program

S.R. Toroka - Program Manager

R. Showvi - Field Project Officer

O. Mziray - Field Project Officer

S. Yohana - Field Project Officer

J. Wofile - Field Project Officer

Shipping Department

L.E. Jalira - Shipping Officer

M. Ladha - Inland Transportation Officer

H. Mziray - Shipping Assistant

M. Mhando - End Use-Checker

Other Staff

S. Ally - Driver/End-Use-Checker

H. Abdallah - Driver/End-Use-Checker

B. Kanda - Messenger

B. Area/Scope of Operations

1. The Problem

Tanzania, like many other developing nations, has difficulty in producing the volume and variety of agricultural commodities needed to adequately feed its own expanding population. Presently, 85% of its 18 million people work small (3 - 5 acres) subsistent farming plots on which production yields are marginal. These marginal yields maintain traditional levels of food intake at minimal levels for growing children.

Insufficient food intake causes protein energy malnutrition (PEM). Approximately half of all pre-school Tanzanian children are affected by PEM to a significant degree. 2 - 3% of these below five years of age children have severe medical signs of PEM; 5 - 10% are sufficiently underweight to require hospitalization and 40 - 60% are moderately underweight. PEM recognized as the main or underlying cause of 50% of all infant mortality rates, runs at 155/ thousand. These figures are expected to increase within the coming year since Tanzanian food stocks in both the rural and urban sectors, are below estimated requirement levels. Drought for the second year in a row, plus the lack of foreign currency to purchase grains from abroad has left Tanzania with a serious food deficit (problem).

The Government response has been an attempt to mobilize subsistent farmer production of drought resistant crops such as millet, sorghum and cassava. It has also improved its parastatal transport/distribution networks into affected food deficit areas in-order to supply grains to rural areas suffering from severe production short-falls.

Even though these government efforts, plus the implementation of such programs as the National Maize Project and Strategic Grain Reserve Program, are attempts to improve the overall food situation in Tanzania, they are not sufficient to fill the expected rural food deficit. That is why it is essential that existing NGO food assistance programs be continued at present levels and where possible be expanded.

Catholic Relief Services (CRS) is the only foreign NGO run food assistance program in Tanzania. In 1982 it will embark on its 20th year of operation. Over this 20 year period it has gone through numerous changes directed to finding viable solutions to the alleviation and prevention of malnutrition, particularly within the under five years of age population.

At present, CRS supplies food and other forms of aid to government and church sponsored agencies and institutions located throughout the rural areas of Tanzania. Under its Title II Program, CRS distributes food to Maternal Child Health mothers and children, Day Care Center, Institutional and food for work recipients. All of these food programs are structured to improve the marginality of a family's diet.

2. CRS Approach

The theory behind the CRS Food Assistance Program in the Sub-Sahara Africa region has been developed over the years by Fr. C. Capone, M.D. and is outlined in Field Bulletin # 30 intitled "Food Aid, Nutrition and Development". Based on this document, the CRS food assistance program in Africa is defined as follows:

"A program that makes available food supplies and other forms of aid to agencies and institutions of developing areas to assist families to improve the food consumption, primarily of the most vulnerable household members, against a commitment that, in return for the economic aid received and within the limits of their ability, these households will undertake an income generating activity, or will offer labour to the public sector".

The above definition is a result of the following conclusions resulting from CRS' long experience in Food Aid assistance in Africa:

The main component of the program is an agreement between the mother of the child and the sponsoring agent (MCH clinic). This agreement requires the mother to make a serious commitment to properly care for the nutritional and health needs of her child and, in return, she is provided educational advice as well as a high protein food packet - grains, vegetable oil and milk - that is economically significant to the family income.

MCH participants are required to attend a clinic session at least once a month. At this clinic children are weighed and their weights plotted on individual charts, which are kept by the mothers, and on CSS master charts which are sent to CRS for monitoring of nutritional status changes at clinics. Those children below 80% weight for age are then seen by a qualified health worker who advises the mother on child nutrition and her commitment to improve the child's nutrition. After private consultations, the mothers meet as a group for a health education session with the clinic staff. It is only after the clinical and educational sessions that CRS food is distributed to mothers. The mothers take this food for use in the home.

The CSS master chart, mentioned above, has been utilized since 1978. This Growth Surveillance System incorporates graphically weight for age percentage charts which easily show the nutritional status of an entire clinic population. Since such information is tabulated monthly, the charts become an important tool indicating nutritional status changes during the year. This information is essential for determining program effectiveness and for indicating where programs should be expanded. It is also a helpful educational guide which CRS can use for giving feed-back to centers.

In 1981 CRS began providing rations to participating mothers. This program change was implemented after CRS consultations with the Tanzania Government MCH and it was prompted by Fr. Capone's directives on "Food Aid, Nutrition and Development". Since both mothers and children will be receiving a monthly food package, the family will derive a larger economic benefit from the

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program which will improve the effectiveness of the mother's commitment. CRS/Tanzania will not be increasing the number of children recipients but only increasing the family ration to the level that has already been recommended by Fr. Capone and approved by USAID.

B. Pre-School Child Feeding Day Care Centers

14,500 Recipients

87 Centers

The pre-school child feeding program is run by government and church sponsored day care centers located throughout Tanzania. The importance of proper child nutrition is again the impetus for supporting day care feeding.

Three month supplies of food are given to each center. Food is prepared on the premises and given daily to the attending children as a nutritional supplement.

C. Other Child Feeding (Institutional)

1,000 Recipients

7 Centers

Other child feeding is run by government and church sponsored orphanages, leprosariums and mental hospitals. Recognizing the difficulties such institutions have in adequately feeding their populations, Title II foods are sent to these institutions to cover three months periods. Food is cooked and eaten on the premises daily.

D. Food for Work

5,000 Recipients :

1,000 Workers

4,000 Dependents

4 Projects

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Food for work projects are run at the local church and village level. Food is provided to unemployed and under employed workers in exchange for labour on such public projects as land clearing and dam, road and building construction. Thus, this program while supplying nutritional assistance to families also promotes community development projects.

Food is allocated to workers on a weekly basis. This food is then taken home and shared within the family.

4. Food Commodity Movement and Monitoring from Port to Operating Centers

The CRS/Tanzanian food program brings Title II foods in through the ports of Dar es Salaam, Tanga and Mtwara. CRS retains control of this food in the port, during distribution and in storage.

Prior to the arrival of food shipments:

- Bills of Lading are received from CRS/New York
- CRS/Tanzania send letters requesting duty free certificates as per the GOT/CRS agreement of 1962, from the Treasury
- CRS/Tanzania sends requests for ex-tackle surveys to the CRS surveying agent with copies to the ship's agent and to the CRS Clearing and Forwarding Agent (CFA).

In clearing the consignment from the port:

- Completed documents required for clearing are supplied to the CFA
- A food distribution list is given to the CFA and individual centers noted on the food distribution list are sent an advance notice indicating type and quantity of food being sent.
- The surveyor notifies the CFA of any damages or short landings immediately after completion of the survey. The CFA has instructions to secure official port documents (weight notes, short landing certificates).
- CFA reports to CRS/Tanzania on movement of food from the port after clearance from the port areas.

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Title II commodities are either directly transported to their inland destinations or taken to warehouses, situated in the port city, to await transport carriage. The storage facilities, owned by both the private business and church sectors are more than adequate for CRS port site needs:

<u>Port</u>	<u>Warehouse Owner</u>	<u>Capacity</u>
Dar es Salaam	CFA	40,000 MT
Tanga	CFA	500 MT
Tanga	Diocese of Tanga	600 MT
Mtwara	CFA	500 MT
Mtwara	Diocese of Mtwara	400 MT

(Average quarterly storage requirements for CRS/T. Title II food are @ 1,600 MT).

Storage at regional and center level has not proven to be a problem since each diocese has large regional stores to accommodate Title II foods for centers in their area. At the center level, smaller storage units are maintained for Title II foods.

Distribution to centers is as follows:

- CFA arranges for rail or truck transport to distribution centers on the food distribution list or, CFA stores the food in their godowns for collection by centers.
- Where consignments are railed to centers, a waybill is mailed to the center concerned; a copy of which is sent to CRS/Tanzania
- Upon receipt of commodities, centers mail a receipt notice to CRS/Tanzania which states the quantity and conditions of goods received.
- If a center has not received his consignment three months after receiving a waybill, the center is instructed to inform CRS/Tanzania so that CRS can begin claims proceedings with the railways.

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While the CFA is contracted to procure rail and truck transport for moving goods inland, many diocesan centers and project level centers have their own vehicles, or hire local transporters to bring goods to their centers. Between CFA, rail and truck transport, and centers vehicles, Title II foods arrive at their final inland destinations within two months after arrival in port. It would be ideal if food could reach project centers sooner, but shortages of rail wagons hamper the movement of commodities. Negotiations are now in process with the Tanzanian Railways Corporation to obtain priority of transport for Title II foods.

To monitor the movement of Title II foods CRS/Tanzanian maintains three ledgers:

1. A Master Shipping Ledger which records the movement of commodities from ship's arrival to despatch from the port
2. An Inland Movement Ledger which records the movement of commodities by PL from the time of their despatch from the port until their arrival at distribution centers.
3. A Claims Ledger which records claims made for inland losses, against whom and the results.

To monitor food in storage CRS/Tanzania requires both the CFA, regional stores and project level centers to submit monthly stock reports on food in store. To insure the accuracy of these reports, CRS end-use-checkers make at least two stores inspections, per center each year. As for CFA port handling storage and transport services, the CRS shipping staff is in continuous contact with the CFAs and can thus monitor their work performance.

To insure appropriate use of food at project center level, CRS/Tanzania requires each center to yearly sign an agreement which specifies how Title II foods will be used. Visits by both end-use-checkers and the pre-school nutrition staff help CRS to monitor food distribution to recipients. In cases where a center is mis-using food, inadequate storing food and failing to submit monthly documents to CRS/Tanzania, its Title II Program is terminated.

BEST AVAILABLE

Program agreement forms and twice annual visits by CRS staff members helps to insure proper running of all Title II Programs. The above also helps to avoid possible duplication of distribution among the several programs.

To assist centers to understand the mechanics and philosophy behind the food and nutrition program CRS/Tanzania is presently composing a manual of operation. This manual will contain copies of all agreement forms, documents to be submitted by centers and detailed instructions on program operations. The manual will clearly specify that all Title II foods are freely donated by the people from the United States of America. *In what possible sense is this true?*

5. Financing

Wholesale

The operating costs for the CRS/Tanzania food and nutrition program are obtained by charging centers a pro-rated price per unit of food. T.S.15 is charged per unit to centers to cover CRS administrative costs, all port handling and wharfage charges and empty container fees. A 20 shillings charge per unit is obtained from those centers utilizing rail transport. This pro-rated food charge is then passed on to center food recipients who are requested to pay a standard fee for monthly food allotments. Standard fees are presently set by each center and are based on CRS charges, and administrative and transport costs incurred by individual centers. Standard fees to participants presently range from 4 to 15 shillings for five kilos of food whose market value is over \$3.100/-.

Where-as part of the standard fee from participants covers a centers operating costs, the rest of this fee is paid to CRS. The pro-rated unit price of T.S.15.00 to centers covers the following CRS Program costs:

- 6.80 All handling port and wharfage costs
- 5.70 Administrative costs for the pre-school nutrition section, nutrition staff, vehicles and office supplies
- 2.50 Empty container fund utilized to cover administrative costs of CRS shipping inland transportation section.

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This pro-rated pricing cost is adjusted in January; dependent on costs of operating the Title II food Program.

6. Contributions to Program
Host Government

While the government of Tanzania cannot provide inland transport, it does provide CRS duty free entrance of all Title II food commodities, which amounts to an annual estimated savings of over one million dollars. At the moment negotiations to waive all port handling and wharfage charges on Title II foods are being conducted. Since President Nyerere has verbally agreed to waive these charges, it is expected that these charges will be defrayed for 1981 onwards for an estimated annual savings of over \$150,000.

CRS - USCC

CRS/New York contributes approximately \$50,000 to cover administrative costs of the Tanzania program. It also covers all costs of staffing the American Director and Program Assistant CRS positions.

Local Voluntary Agency/Associations/Sponsoring
Distribution Centers

Through payment of CRS pro-rated charges, operating centers contribute approximately \$405,000 towards CRS Title II food operations. The administrative costs at center level are estimated to be an additional \$200,000 per year which are covered by government and church sources.

United States Government

The estimated CCC value of commodities (Line 8 total requirements for FY 1982) as per proposed AFR and current CCC prices.

<u>Commodity</u>	<u>Weight in Metric Tons</u>	<u>Value in U.S.\$</u>
Non Fat Dry Milk	2,116 (\$419)	886,604.00
Plain Bulgur Wheat	2,843 (\$290)	824,470.00
Oil (Drums)	1,355.45 (\$860)	1,165,687.00
CSM	234.5 (\$447)	104,821.50
	<u>6,548.95</u>	<u>2,981,582.50</u>

The estimated Ocean Freight value for total commodities shipped as per line. 8 during 1982 will be \$1,506,258.50

Combining the various financial contributions, the CRS/T. Program value for 1982 is as follows:-

Duty free savings	\$1,000,000.00
Wharfage & Handling defrayment	150,000.00
CRS/New York funding	50,000.00
Centers Pro-rated charges	405,000.00
Centers Administrative costs	200,000.00
Value of Title II food	2,981,582.50
Value of Ocean Freight	<u>1,506,258.50</u>
	<u><u>\$6,292,841.00</u></u>

TITLE II, PL 480 COMMODITIES
ANNUAL ESTIMATE OF REQUIREMENTS - FY 19 82

(See reverse for Instructions)

FORM APPROVED
OMB NO 24-R0051

1. COUNTRY
MALI
2 COOPERATING SPONSOR
CFS

3. RECIPIENT CATEGORIES	3a. NUMBER FEEDINGS DAYS PER MO	4. NUMBER OF RECP. UNITS	5. NUMBER MONTHS OPERATING	5a. NUMBER DISTRIBUTED PER YEAR	6. PROPOSED DISTRIBUTION														
					NFD MILK			B/W			V.C.			STL					
					b. NUMBER RECIPIENTS	c. RATE KGS	d. (000) KILOGRAMS	b. NUMBER RECIPIENTS	c. RATE KGS	d. (000) KILOGRAMS	b. NUMBER RECIPIENTS	c. RATE KGS	d. (000) KILOGRAMS	b. NUMBER RECIPIENTS	c. RATE KGS	d. (000) KILOGRAMS			
Maternal Child Health-Mother	35	35	12	12	35	2	840	35	2	840	35	1	420						
Maternal Child Health Child	35	75	12	12	75	2	1,800	75	2	1,800	75	1	900						
Preschool Child Feeding DCC	25	14.5	12	12				14.5	2	348	14.5	.5	87	14.5	1	17.5			
Other Child Feeding Institution	30	1	12	12				1	5	60	1	.5	6	1	1	12			
Child Feeding	25																		
School Feeding	20																		
Food for Work Workers	30	1	12	12				1	6.5	78	1	.5	6	1	2.5	30			
Food for Work Dependents	30	4	12	12				4	6.5	312	4	.5	24	4	2.5	120			
Other																			
7. TOTAL RECIPIENTS		130.5			130			130.5			130.5			20.5					
8. TOTAL REQUIREMENTS FOR FY 19							2,640			3,438			1,443			336			
ADJUSTED REQUIREMENTS FOR SHIPMENT (METRIC TONS)							2,640			3,438			1,443			336			
9. Quantity on Hand September 30, 19 80							Nil		4.2			3.1		Nil					
10. Quantity Received October 1 through February 28, 19 81							830.0		1,638.8			431.9		79.1					
10a. From Prior Year Approval							333.8		912.0			176.3		Nil					
From Current Year Approval							496.2		726.8			255.6		79.1					
11. Quantity on Hand February 28, 19 March 1981							447.0		258.0			25.0		70.0					
Quantity Due or Rec'd for Current FY Program After Feb. 19 81							1,259.8		2,199.4			775.2		344.3					
12. Total Line 11 Plus Line 12							1,706.8		2,457.4			800.2		414.3					
13. Projected Distribution March 1 through September 30, 19 81							1,050.0		1,690.5			159.7		118.3					
14. Estimated Inventory, September 30, 19 81							656.0		766.9			159.7		118.3					
15. Desired Operating Reserve - 5%							132.0		171.9			72.1		16.8					
17. Adjusted Total Requirements FY 19 81							2,116.0		2,843.0			1,395.4		234.5					
CLEARANCES		SIGNATURE														TITLE		DATE	
21. ISC/AID - Washington Approval																			
22. USAID/USAID (Field Representative)																			
23. Reviewed and Recommended by US AID or Embassy																			
24. Cooperating Sponsor Approval																			

BEST AVAILABLE

Country TANZANIA
 Sponsor's Name CATHOLIC MISSION SOCIETY
 A. Internal and Other Health Services Programs 110,000

No. of Recipients by Commodity	Name of Commodity	Quantity	Value
110,000	Medicine	2,500,000	75,600
110,000	Blankets	2,600,000	1,145,160
110,000	Woolen	1,300,000	1,145,200
Total MCH			2,066,000

B. School Programs
 No. of Recipients
 by Commodity
 Total School Programs
 DAY
 C. Other Programs 1,500

No. of Recipients by Commodity	Name of Commodity	Quantity	Value
14,500	Blankets	14,500	78,000
14,500	Woolen	14,500	30,000
Total Other Health Programs			108,000

D. Food Programs
 No. of Recipients
 by Commodity
 Total Food Programs

No. of Recipients by Commodity	Name of Commodity	Quantity	Value
	Food		17,400
	Blankets		1,145,160
	Woolen		1,145,200
Total			2,467,760

II. Summary
 Total Value of all programs 2,467,760

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 FY 1983 ANNUAL BUDGET SUBMISSION

TABLE XIII
 PL 80 TITLE II

BEST
 AVAILABLE

I. Country TAIWAN

Sponsor's Name CATHOLIC RELIEF SERVICES - NSOC

A. Maternal and Child Health with no other Total Recipients 115,500

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
<u>115,500</u>	<u>Bulgur Wheat</u>	<u>2,772</u>	<u>867,636</u>
<u>115,500</u>	<u>WFD Milk</u>	<u>2,772</u>	<u>1,361,468</u>
<u>115,500</u>	<u>Veg Oil (Drums)</u>	<u>1,386</u>	<u>1,233,435</u>
<u>Total MCH</u>		<u>5,930</u>	<u>3,312,540</u>

B. School Feeding Total Recipients _____

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
_____	_____	_____	_____
_____	_____	_____	_____
<u>Total School Feeding</u>		_____	_____

C. Other Child Feeding DAY CARE CENTRE Total Recipients 15,225

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
<u>15,225</u>	<u>Bulgur Wheat</u>	<u>365.4</u>	<u>114,370</u>
<u>15,225</u>	<u>CSM</u>	<u>182.7</u>	<u>84,955.50</u>
<u>15,225</u>	<u>Veg. Oil (Drums)</u>	<u>91.35</u>	<u>84,590.10</u>
<u>Total Other Child Feeding</u>		<u>639.45</u>	<u>283,915.60</u>

D. Food for Work Total Recipients 5,250

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
<u>5,250</u>	<u>Bulgur Wheat</u>	<u>409.5</u>	<u>128,175.5</u>
<u>5,250</u>	<u>CSM</u>	<u>157.5</u>	<u>71,237.5</u>
<u>5,250</u>	<u>Veg Oil (Drums)</u>	<u>31.5</u>	<u>29,119</u>
<u>Total Food for Work</u>		<u>598.5</u>	<u>230,532.0</u>

E. Other (Specify) INTERNATIONAL Total Recipients 1,000

No. of Recipients by Commodity	Name of Commodity	(Thousands)	
		KGS	Dollars
<u>1,000</u>	<u>Bulgur Wheat</u>	<u>30</u>	<u>93,000</u>
<u>1,000</u>	<u>CSM</u>	<u>12</u>	<u>5,400</u>
<u>1,000</u>	<u>Veg Oil (Drums)</u>	<u>6</u>	<u>5,400</u>
<u>Total Other</u>		<u>48</u>	<u>103,800</u>

II. Sponsor's Name _____

5930
 630.5
 548.5
 93.0
 7248.0

PRE-SCHOOL

REGIONS AND CENTRLS	NUMBER OF RECIPIENTS	COMMENTS
<u>ARUSHA</u>		
1. Seliani Dispensary	346	
2. Wasso Hospital	231	
3. Nkoaranga Luth. Hospital	231	
4. Haydon " "	923	
5. Kansay Dispensary Clinic	577	
6. Karatu Hospital Clinic	346	
7. Dareda Hospital Clinic	808	
	<u>3462</u>	
<u>COAST</u>		
8. Ikwiriri Dispensary	1038	
9. Kipatimu Dispensary	231	
	<u>1269</u>	
<u>DAR ES SALAAM</u>		
10. Msimbazi Dispensary	1385	
<u>DODOMA</u>		
11. Kondoa Dispensary	200	
12. Farkwa "	300	
13. Itiso "	600	
14. Bihawana "	500	
15. Itololo "	800	
16. Msalato "	500	
17. Ovada "	300	
18. Haubi "	600	
19. Bahi "	750	
20. Kongwa "	346	
21. Lumuma "	577	
22. Mbuga "	577	
MCW	554	
	<u>6604</u>	
<u>IRINGA</u>		
23. Irole Dispensary	300	
24. Nyabula "	1500	
25. Ngingula "	600	
26. Kaning'ombe Dispensary	600	
27. Wassa "	600	
28. Usolanga Dispensary	200	
29. Mgololo "	200	
30. Usokami "	1700	
31. Ifunda "	200	
32. Madibira "	200	
33. Tosanaganga "	1000	
34. Ikwega "	600	
35. Mdabulo "	900	
36. Kibao "	1300	
37. Lugoda "	700	
38. Pommerin "	1038	
39. Ilula "	692	
40. Ikondo "	461	
41. Bulongwa "	461	
MCW	1628	
	<u>14880</u>	

REGIONS AND CENTRES	NUMBER OF RECIPIENTS	COMMENTS
<u>KILIMANJARO</u>		
42. Huruma Hospital Clinic	500	
43. Mashati Dispensary	500	
44. Carmeli "	700	
45. Mahida "	600	
46. Magadini "	300	
47. Ubwe "	300	
48. Narumu "	300	
49. Māngō "	400	
50. Kibosho "	800	
51. Uru "	500	
52. Marangu "	500	
53. Kilema "	600	
54. Kiraeni "	300	
55. Mauwa "	300	
56. Tarakeya "	6800	
57. Gonja Lutheran Hospital	577	
MCW	<u>1046</u>	
	<u>15023</u>	
	=====	
<u>KIGOMA</u>		
58. Kabanga Hospital	1000	
59. Kasumo Dispensary	600	
60. Shunga "	300	
61. Muhinda "	300	
62. M'ulera "	300	
63. Iyaronga "	300	
64. Heri Mission Hospital	923	
MCW	<u>431</u>	
	<u>4154</u>	
	=====	
<u>KAGERA</u>		
65. Kashasha Dispensary	200	
66. Izimbya "	200	
67. Rwantege "	200	
68. Ndolage "	200	
69. Kashozi "	200	
70. Musoma "	200	
71. Kwemage "	200	
72. Rubya "	200	
73. Igayaza "	200	
74. Buhororo "	400	
75. Bushangaro "	700	
76. Rumbaizi "	500	
77. Murgwanza "	1000	
MCW	<u>659</u>	
	<u>5059</u>	
	=====	
<u>MOROGORO</u>		
78. Matombo Dispensary	400	
79. Kibungo "	500	
80. Lumbiji "	200	
81. Ruaha "	600	
82. Mofu "	400	
83. Kilosa "	461	
84. Turiani "	1038	
85. Kilombero "	923	
86. Luagala "	692	
87. Berega Hospital Clinic	577	
88. Mtibwa Dispensary	346	
MCW	<u>323</u>	
	<u>6460</u>	
	=====	

REGIONS AND CENTRES	NUMBER OF RECEIPIENTS	COMMENTS
<u>MBEYA</u>		
89. Igogwe Hospital Clinic	300	
90. Mwambani " "	300	
91. Itete " "	346	
MCW	<u>92</u>	
	1038	
	====	
<u>RUVUMA</u>		
92. Peramiho Hospital Clinic	700	
93. Litembo " "	500	
94. Lituhi " "	500	
95. Lundu " "	200	
96. Mango Dispensary	200	
97. Maguu " "	500	
98. Nangombo " "	200	
99. Mpitimbi " "	200	
100. Ipapa " "	200	
101. Kigonsera " "	200	
102. Matimira " "	200	
MCW	<u>600</u>	
	4200	
	====	
<u>RUKWA</u>		
103. Nganyembe Hospital Clinic	300	
104. Mamba Dispensary	200	
MCW	<u>77</u>	
	577	
	===	
<u>SINGIDA</u>		
105. Manyoni Dispensary Clinic	461	
106. Kilimatinde Hospital Clinic	808	
107. Itigi Dispensary Clinic	577	
108. Iambi Hospital Clinic	<u>346</u>	
	2192	
	====	
<u>TANGA</u>		
109. Kwediboma Dispensary	700	
110. Kongei " "	400	
111. Kwai " "	400	
112. Rangwi " "	400	
113. St. Raphael's Hospital	577	
114. St. Francis Hospital	1157	
115. Mazinde Dispensary	462	
116. Bulwa " "	462	
117. Kongoi " "	462	
MCW	<u>292</u>	
	5312	
	====	
<u>TABORA</u>		
118. Nkinga Hospital Clinic	400	
119. Ndala " "	300	
MCW.	<u>108</u>	
	808	
	===	

REGIONS AND CENTRES	NUMBER OF RECIPIENTS	COMMENTS
<u>SHINYANGA</u>		
120. Buhangija Dispensary Clinic	900	
121. Sayusayu " "	600	
122. Kolandoto " "	500	
123. Majahida " "	200	
MCW	<u>339</u>	
	2539	
	=====	
<u>MTWARA</u>		
124. Mtua Dispensary	403	
125. Nyangao " "	923	
126. Ndanda " "	577	
127. Mero " "	808	
128. Kanyamba " "	<u>346</u>	
	3057	
	=====	
<u>LINDI</u>		
129. Lukuledi Dispensary	1038	
130. Lupaso " "	808	
131. Nasindi " "	290	
132. Nanjota " "	692	
133. Nandembo " "	<u>403</u>	
	3231	
	=====	

O.C.F. INSTITUTIONAL FEEDING

REGIONS AND CENTRES	NO. OF BENEFICIARIES	COMMENTS
<u>COAST</u>		
1. Kindwitwi Lepro. Aslym	200 ===	
<u>DAR ES SALAAM</u>		
2. Buguruni School for the Deaf	100 ===	
<u>DODOMA</u>		
3. Hombolo Leprosy Centre	130	
4. Wilson Carlile School for the Blind	100	
	230 ===	
<u>TANGA</u>		
5. Irente Mental Hospital	180	
6. Lutindi	130	
	310 ===	
<u>MTWARA</u>		
7. Mwena Lepr. Camp	280 ===	

O.C.F. FOOD FOR WORK

<u>DODOMA</u>		
1. Sisters of St. Gemma Galgan	80 ==	

O.C.F. DAY CARE CENTRE

REGION AND CENTRES	NO. OF BENEFICIARIES	COMMENTS
<u>COAST</u>		
1. Tumbi Day Care Centre	125	
2. Kindwitwi Day Care Centre	120	
	<u>245</u>	
<u>DAR ES SALAAM</u>		
3. Chang'ombe Day Care Centre	105	
4. Magomeni "	110	
5. Msimbazi "	170	
6. Mwananyamala "	180	
7. St. Peter "	120	
8. Ukonga "	130	
9. Magila "	100	
10. St. Joseph "	200	
	<u>1115</u>	
<u>DODOMA</u>		
11. Hisalato Day Care Centre	200	
12. Dodoma "	250	
13. Farkwa "	100	
14. Hombolo "	200	
15. Mpwapwa "	90	
16. Kibakwe "	90	
17. Kongwa "	90	
18. Mlali "	90	
19. Ipera "	90	
	<u>1200</u>	
<u>IRINGA</u>		
20. Chosi Day Care Centre	170	
21. Idodi "	160	
22. Ifunda "	1000	
23. Kihesa "	106	
24. Lyasa "	180	
25. Malangali "	260	
26. Nyabula "	100	
27. Nyakipamba "	123	
28. Ujewa "	200	
29. Teresina Sr. Tosamaganga	500	
30. Teresina Sr. Kipera	250	
31. Consolata Sr. Iringa	100	
	<u>3149</u>	
<u>MOROGORO</u>		
32. Community Centre Day Care Centre	300	
33. Muungano "	100	
34. Mwongozo "	160	
35. Azimio "	300	
	<u>860</u>	
<u>MARA</u>		
37. Makoko Day Care Centre	150	
38. Mwembeni "	150	
	<u>300</u>	

BEST
AVAILABLE

CONFIDENTIAL

REGION AND

RUVUMA

- 39. Peramiho
- 40. Morogoro
- 41. Litisha
- 42. Nakahungu
- 43. Songea
- 44. Kitanda
- 45. Songea G
- 46. Mbinga
- 47. Matiri
- 48. Mpapa
- 49. Tingi
- 50. Liparua
- 51. Ruanda
- 52. Ngazini

TANGA

- 53. Lushoto
- 54. Gare
- 55. Sakara
- 56. Korogwe
- 57. Tanga
- 58. Kwana
- 59. Potwe
- 60. Konge
- 61. Konge
- 62. Kifur
- 63. Mazim
- 64. Bulw
- 65. Ngazi

MARA

- 66. Ndar
- 67. Mwan
- 68. Mwan
- 69. Lug
- 70. Nya
- 71. K
- 72. M
- 73. K
- 74. N
- 75. M
- 76. M
- 77. M
- 78. M
- 79. M
- 80. M

MARA

- 81. K
- 82. K
- 83. K
- 84. K
- 85. K
- 86. K
- 87. K
- 88. K

J/C/E/1/6-19

2nd Jan 1919

The Director,
Public Relief Services,
P. O. Box 9222,
DAMEN SALAAL.

BEST
AVAILABLE

Dear Sir,

RE: CLEARING, FORWARDING, TRANSPORTING AND
ACCESSORY CHARGES

We refer to your verbal enquiry about our quotation for Clearing and Forwarding of your relief goods imported for distribution. The following are the charges for each item of your distribution list.

A. CLEARING CHARGES.

- 1. Preparation and Passing of entry..... Shs. 5/= per each item.
- 2. Preparation and Passing of Port Delivery and Disposal Orders..... " 5/= per each item.
- 3. Sundry Charges..... " 5/= " " "
- 4. Duty, S/Tax, Port Dues..... To be paid by you in advance on receipt of our requisition order or request by phone.
- 5. Clearing Charges and Agency Fees..... ~~1% on C.I.F. Value or~~ minimum Shs. 100/= for each item of distribution list.
- 6. Cash Disbursements..... ~~1% on C.I.F. Value or~~ minimum Shs. 5/= for each item of distribution list.
- 7. Light Service Charges, if any..... To your account.
- 8. Stamp Duty on Cash/Account received in payment of Duty, S/Tax, Port Dues etc. on your behalf..... To your account.
- 9. Special Service Charges for dangerous cargo..... Shs. 10/= per 1/2 Ton.
- 10. Postage..... If any.
- 11. Bank Exchange..... According to Bank etc.

B. TRANSPORTING CHARGES

- 1. Bags of Wheat, Flour, Milk etc..... Each Shs. 2/50 + =/50 stores i.e. each Shs. 3/= or Shs. 45/= per B/L Ton or minimum Shs. 60/= whichever is higher.
- 2. Carton of Oil..... Each Shs. 2/50 + =/50 stores i.e. each Shs. 3/= or Shs. 45/= per B/L Ton or minimum Shs. 60/= whichever is higher.

5. Carton of Medicine..... Exc. Ssh. 2/50 + 1/50 storage
i.e. Vol. Ssh. 3/= or Ssh.
45/= per 1/2 ton or maximum
Ssh. 60/= whichever is higher.

*Please note that if the goods are to be booked through Railways or if it would be delivered by us in the town area the transport charges would be double.

C. Wagon loading charges..... Ent. 200/= per wagon.

D. TERMS AND CONDITIONS

1. Complete set of import clearance documents:-

- (i) 3 Copies of Suppliers' invoice,
- (ii) 3 Copies of Packing List, if any;
- (iii) Original Bill of Lading;
- (iv) Customs Form 657 duly filled in and signed for goods subject to ad valorem rate of duty;
- (v) Import Licence, Certificate of Origin and other relative documents required to process the Customs Documentation and Bank of Tanzania import authorisation;
- (vi) Exemption Certificate in the form of Treasury Letter or reference to the Gazette Notice, if the consignment is required to be cleared as exempted from Duty and Sales Tax;
- (vii) Documentation for Dangerous Cargo must be forwarded so as to be ready processed before the arrival of the vessel into the Port for taking delivery ex ship's hooks. Otherwise the cargo will not be offloaded and returned to the Port of shipment by the vessel.

Documentation for Dangerous Cargo must be forwarded so as to be ready processed before the arrival of the vessel into the Port for taking delivery ex ship's hooks. Otherwise the cargo will not be offloaded and returned to the Port of shipment by the vessel.

- would be forwarded at least 15 days prior to the posted date of arrival of the ship into the port so that all efforts are made by us to get the entry and D & D processed prior to the arrival of the vessel in order to:-
- (a) avoid consignment incurring heavy port storage charges
 - (b) minimise congestion at the port for the goods having to be cleared due to the late documentation.

No liabilities can be accepted if complete documents are not forwarded or incomplete documents are forwarded in the first instance.

2. As stated in our quotation above, the duty, Sales Tax and Port Dues amount should, at once, be forwarded on receipt of our requisition for same in order that subsequent clearance work is not to be hampered with. Days lost on account of belated payment or dispute arising with Customs over classification of the goods will not be our liability.

3. Delivery of the goods cleared from the Port should be accepted by you during official hours as well as outside the official hours by pre-arrangement on phone.

4. It is understood and agreed that you are wholly responsible for the payment of our invoices in its entirety by the 20th of the ensuing month otherwise we would stop the work.

5. As state above 10% is to be included in the port due as to recover our amount of port dues paid by us to Tanzania Harbours Authority as some of bags might be shortlanded damaged or burst.

6. For rebagging of the stuff the gunny bags i.e. empty container should be supplied by you.

We hope that you will find the quotations and the terms most reasonable and, therefore, look forward to be serving you to the best of our ability.

BEST
AVAILABLE

AGREEMENT BETWEEN CATHOLIC RELIEF SERVICES AND MAIN DISTRIBUTION POINT
FOR FISCAL YEAR 19 _____ BEGINNING OCT. 1, 19 _____ AND ENDING SEPT. 30, 19 _____

Catholic Relief Services (CRS) agrees to provide P.L. 480, Title II commodities to:

 Name of Center

 Address of Center

 Person responsible

In consideration of such supplies, the above mentioned main distribution point agrees:

1. STORAGE:

To provide secure, clean, well-ventilated and rodent-proof storage facilities for all Title II food and to place such food on pallets at least five centimeters off the ground.

2. USE:

- a) To distribute Title II foods to only those centers which have applied and have been approved by CRS.
- b) To distribute the Title II foods in accordance with the prescribed monthly rations.
- c) To prohibit the sale, barter or exchange of Title II foods at all distribution levels.
- d) To maintain adequate supervision and control of the program including all sub-centers served by the main distribution point.
- e) To notify CRS immediately of any deterioration or loss of Title II food. When food is found to be in a state of appearing in bad condition a local health officer should be contacted who will determine whether the food is unfit for human consumption. When this report has been forwarded to CRS, CRS will then advise the center as to the disposal of the food.
- f) To reimburse CRS for the full market value of Title II food lost or damaged through negligence.
- g) To reimburse CRS for the full market value of Title II food misused or misappropriated.
- h) To permit Tanzanian, U.S. Government and CRS officials to inspect all storage points and pertinent records at all distribution levels.

3. RECORDS:

- a) To maintain up-to-date records of receipts, distribution and inventories.
- b) To forward to CRS one completed and signed copy of the receipt form indicating the amount and condition of the Title II food received.
- c) To forward to CRS the completed monthly Stock and Distribution report form as soon after the end of the month as possible.

4. FINANCES:

To pay all clearing, forwarding and transport bills promptly.

For main distribution point _____

 Date

 Person responsible

For C.R.S. _____

 Date

 Director

51112

CATHOLIC RELIEF SERVICES - U.S.C.
P.O. BOX 9222 DAR ES SALAAM

To:.....
.....
.....
.....

Date:

The new CRS fiscal year begins October 1, of each year and ends September 30, of the following year.

To enable our office to program your food requirements you are required to send us a list of all centers served by your that are eligible to participate in the program.

The list should be by category:

In the order of their priority, the categories are:

1. PRE-SCHOOL PROGRAM-CHILDREN

Includes children under the age of six years attending out-patient clinics, dispensaries, family planning centers or others paraprofessionally staffed facilities where at least one primary program is to provide medical, health, family planning, nutrition, or related education and/or assistance and where food is provided for 30 days each month.

2. CHILD FEEDING (UNDER SIX YEARS)

Include children under the age of six years attending day nurseries day care centers, kindergartens, or similar facilities where food is provided for 25 days a month.

3. OTHER CHILD FEEDING (UNDER 14 YEARS)

Includes only undernourished children 14 years old and under receiving food 30 days a month. These children are residents in orphanages children's hospitals and boarding schools. Please specify the type of center.

4. SCHOOL FEEDING

With regard to school feeding programs, we have to inform you that this category has been drastically reduced in scope and will gradually be phased out. Therefore unless you have been advised to the contrary, do not include any school feeding programs on your list. The list should include the category, name of each center (school) and the number of recipients (pupils) in each center. It is recommended that you make a duplicate copy of the list for your files.

5. FOOD FOR WORK

Includes only those persons (workers and their dependants-not to exceed 5 persons per household) who are in the low income status or who are economically needy and who receive P.L. 480 food as an "incentive" for work performed. Desirable projects include construction or renovation of schools, construction of roads or streets in villages or towns, construction of dams, reservoirs, ponds, drainage systems, and improvement of land through clearance, leveling and cultivation. Please list each food-for-work project separately indicating the type and its location.

6. INSTITUTIONAL FEEDING

Include persons of different ages who are physically or mentally handicapped such as residents of mental hospitals leprosarium, schools for the blind etc., receiving food 30 days a month. Please specify.

---Enclosed are two copies of an Agreement Form. Please sign both copies and send them back to us. One copy will be returned to you with our signature for your files. The Agreement and the list of participating centers should reach this office no later than September 15, 1978.

Thanking you for your cooperation, I am

Sincerely yours,

Robert Dugas
Robert Dugas
Director

E

SGS TANZANIA SUPERINTENDENCE CO. LTD

P. O. Box 2260 5016,

~~DAR ES SALAAM~~

T A F C A.

Port: TANGA.

Our Ref: SP/3818.

CARGO SURVEY REPORT

Date Shipping details received FEBRUARY 4, 1981.

Project Nos. 536.

Shipping instruction No. _____

1. Vessel	MV. <u>"ALLISON LYKES"</u>
2. Shipowners	<u>LYKES LINE.</u>
3. Port of Discharge	<u>TANGA.</u>
4. Shipowners Agents	<u>NATIONAL SHIPPING AGENCIES CO. LTD., MERU DEPT., TANGA.</u>
5. Consignees	<u>CATHOLIC RELIEF SERVICES, DAR ES SALAAM.</u>
6. Clearing and/or Forwarding Agents	<u>CATHERAL PATEL & CO.</u>
7. (a) Marks and Nos.	(a) <u>CASEWEL</u> <u>FURNISHED BY THE PEOPLE OF UNITED STATES OF AMERICA</u> <u>NOT TO BE SOLD OR EXCHANGED.</u>
(b) Quantity and Description of Goods	(b) <u>1,980 BAGS CORN SOYA MILK.</u>
(c) Gross Weight	(c) <u>45,804 KILOS</u>
8. (a) Bill of Lading No.	(a) <u>1.</u>
(b) Date and Place of Issue	(b) <u>MARCH 1, 1981 - PENSACOLA, FLA.</u>
9. Details of Transhipment if applicable	
(a) Vessel	(a) _____
(b) Port	(b) _____
10. Stowage	<u>HOLDS IV T.D. & V T.D.</u>
11. Date of Arrival of Vessel	<u>9.3.1981.</u>
12. Date of Discharge	<u>9.3.1981 - 10.3.1981.</u>

F

1 Known Incidents/Reports

(a) Marine Casualty

(b) Heavy Weather

(c) Notes of Protest if

Registered and Copies

if applicable

(d) Mates Receipts

(e) Claused Bill of Lading

NONE REPORTED

14. Method of Discharge

(a) Overside to Lighters

(b) Direct Delivery

(c) Warehouse

15. Description of Packing

IN PLASTIC & COVERED BY PAPER BAGS.

16. Date of Entry into

Warehouse/Custom House

5.3.1981.

17. External Condition and

Quantities

Quantities

Weight of Torn Pkgs.

(a) Prior to Discharge

(a) SEE REMARKS

(a)

(b) Immediately after Discharge

(b) "

(b)

(c) On receipt into Warehouse

(c) "

(c)

(d) On delivery from Warehouse and if any Reconditioned made to torn Packages

(d) "

(d)

(e) On loading to Inland Carrier

(e) "

(e)

18. Details of Inland Carrier

19. Warehouse Storage in Port	IMPORT SHED N : 7.	BEST AVAILABLE
20. Dates Goods loaded on Inland Carrier and Waybill Number		
21. Dates of Inspection:		
(a) On arrival of Vessel	(a) 9.3.1981.....	
(b) On Discharge ex Vessel	(b) 10.3.1981.....	
(c) Receipt into Warehouse	(d)	

REMARKS:

We attended surveying of the consignment in question before and after discharging on board the vessel - mv. "ALLISON LYKES".

During discharging, it was observed that the cargo was located properly and arranged in holds No. IV T.D. - V T.D.

OBSERVATION DURING DISCHARGE OPERATION:

Some of the bags were discharged in torn and damaged condition.

FINAL SURVEY REPORT:

- a) 2,062 Bags discharged in good condition.
- b) 101 Bags discharged in damaged condition during discharging operation with contents leaking. We assessed loss of 27% at the time of survey.

H.B.

183 Bags found excess during discharge.

SGS TANZANIA
SUPERINTENDENCE CO. LTD.
P.O. BOX 5018
YANGA

Signed:

Date: MARCH 19, 1981...

APPLICATION FOR COMMUNITY DEVELOPMENT PROJECT

1. Name of project _____

2. Number of project (to be assigned by CRS if approved) _____

3. Description of project _____

4. Duration of project (months) _____

4a. Starting date _____ Ending _____

5. Name(s) of community, social agencies that will render assistance to this project:

5a. Kind of assistance that will be rendered (monetary, material such as tools, professional service, etc.)

6. Number of Beneficiaries:
Labourers _____ Dependents _____ Total _____

7. Work hours _____ Work days per week _____

8. What benefits will community derive from this project?

9. Brief description of storage space for food, area and location

10. Name of sponsor, title & address

11. Name, title & address of Project Supervisor

ACTION BY CARITAS

ACTION BY CRS

Note: Submit in Triplicate copies; One copy will be returned y to Project Supervisor, One copy to Caritas and Original retained by CRS.

Mail to Director, Catholic Relief Services USCC , P. O. Box 9222, Dar es salaam.

Project priorities

Community-related and agriculture-related Projects for example: small dams, canals, wells, land clearance, secondary roads, small bridges, vocational center, child-feeding center, social center, school repair, etc.

CATHOLIC RELIEF SERVICES
United States Catholic Conference, Inc.
P.O. Box 9222,
DAR ES SALAAM.
Tanzania

Dear Center:

RE: MONTHLY BILLING SYSTEM

Catholic Relief Services is instituting a Monthly Billing System. Billing invoices will be prepared at the end of each month and sent registered mail. Your most recently received invoice will give you an up-to-date statement of your account with CRS.

Two copies of this monthly statement will be sent. Please retain one copy for your records and return the other copy to CRS with your payment.

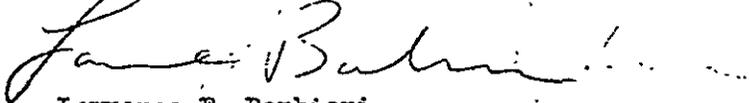
This first attached monthly invoice lists all past invoices for which CRS has no record of payment from you. It also credits you for deposits you made to CRS in the past. Please check this first invoice for accuracy and submit payment as soon as possible or a letter describing a schedule of payments.

Please settle this account as quickly as possible so that you may be included on our next commodity distribution list.

We hope that this new system will be more convenient for all of us. We welcome your comments and opinions on its effectiveness.

Kind regards

Sincerely yours
CATHOLIC RELIEF SERVICES



Lawrence F. Barbieri
PROGRAM DIRECTOR
PLW/LFB/MS

CATHOLIC RELIEF SERVICES - USCC
P.O. BOX 9222 DAR ES SALAAM

Date: _____

Sub: FISCAL YEAR 1980-FOOD PROGRAM (OCT. 1, 1979 - SEPT. 30, 1980)

We are pleased to inform you that your application has been approved.
The proper ration by category is listed below:

RATION IN KGS. PER PERSON PER MONTH

Category	Number of Beneficiaries	Bulgur Wheat	CSM	Milk	Oil
Pre-school Program Children		2 Kgs.	-	2 Kgs.	1 Kg.
Other Child Feeding under 6 yrs.-D.C.C. and Orphanages		2 Kgs.	1 Kg.	-	0.5 Kg.
School Feeding					
Food for Work		6.5Kgs.	2.5Kgs.		0.5 Kg.
Institutional Feeding		5 Kgs.	1 Kg.	-	0.5 Kg.

We should like to inform you that food is to be distributed only to those centers which are on the approved list which is attached. In the event that there are additional centers which would like to participate in the program, please advise us soonest so that they may be considered by our office for possible approval later.

Thanking you for your cooperation, I am

Sincerely yours,

Nunzio Bianco
Director

BEST AVAILABLE

INVOICE NO. _____

Date: _____

Ref. Tanz. P/L. _____

Memo Receipt No. _____

ADVANCE NOTICE

You will be re-

	For	For	For
	Insurance	Freight	Months
	_____	_____	Suppl-
			Benc. -
			ciaries
Corn Soya Meal	_____	_____	Bags
Non Fat Dry	_____	_____	Bags
Bulgur Wheat	_____	_____	Bags
Oil	_____	_____	Ctns.
Cornmeal-S.	_____	_____	Bags
Total	_____	_____	_____

The above is consigned to the recipient and will be transported to port of destination.

The above is a gift of our American people to the people of Tanzania and is not to be sold.

Thank you.

Sincerely,

CATHOLIC RELIEF SERVICES - U.S.C.C.
P.O. BOX 9222,
DAR ES SALAAM.
TANZANIA

IMPORTANT

PLEASE RETURN ONE OF THIS INVOICES WITH A CHEQUE PAYABLE
TO CRS FOR CHARGES LISTED BELOW, IMMEDIATELY, AND RETAIN
OTHER COPY FOR YOUR FILE

MONTHLY STATEMENT OF ACCOUNT

Center _____

Invoice No: _____ Date _____

	AMOUNT	NO.	DATE
Previous Invoice:	_____	_____	_____
Amount this	_____	_____	_____
INVOICE (refer attached) (Advance Notice)	_____	_____	_____
BALANCE:	_____	_____	_____
	AMOUNT	CHEQUE #	DATE
Less Amount received from Center	_____	_____	_____
	_____	_____	_____

Total now due CRS _____ Pay this amount _____

This amount is now due for payment, Please pay this amount so that we can include you on our next distribution list. If payment has been made of previous invoices please notify us below of cheque number, amount and date of payment. This invoice includes all amounts due CRS and all amounts received by CRS as to the date above. Please disregard previous invoices and pay only the amount above.

Thank you very much.

Sincerely yours
CATHOLIC RELIEF SERVICES - USCC



LAWRENCE F. BARBIERI
PROGRAM DIRECTOR
PLW/JBM

CATHOLIC RELIEF SERVICES - U.S.C.C.
 P.O. BOX 9222 DAR ES SALAAM.

1. MONTHLY STOCK AND DISTRIBUTION REPORT

Each month fill 2 copies. Send one to the above address and keep one for your file.

Centre _____ Month of report _____

Address _____ Region _____

*Category: MCH _____

DCC _____

Inst. _____

A. ATTENDANCE RECORD

Number of food recipients in month Ration per recipient lb/kg.

1. New recipients _____

Milk/CSM _____

2. Return recipients _____

Bulgur _____

Total recipients _____

Oil _____

Other programs receiving food from the same warehouse

e.g. orphanage, childrens ward etc.

Average number of recipients receiving food each day

Description of program _____

B. FOOD STOCK AND DISTRIBUTION REPORT

Type of Food	Stock start of month	Receipts	Distribution	Loss (explain)	Stock end Month
Milk (Bags)					
Bulgur (Bags)					
Oil (Ctns)					
CSM (Bags)					

C. Notes.

Explanation of loss, problems and request.

Signature _____

*If a certain centre is involved in more than one category of CRS activities, a separate monthly report should be submitted for each category.

BEST AVAILABLE

END USE CHECK FORM

Date _____

- A. Center: Name/address _____
- Region _____ Was center operating for visit _____
- Person interviewed/title _____
- Person in charge of food receipts _____
- Person authorizing release of food _____

B. Centers served by this storage area

Category	Total number registered	Number approved for food	Number actually receiving

C. Stock/Distribution

	G.S.M.	OIL	BULGUR	NFDM
bags/cartons needed per month				
physical inventory				
bags used per month				
transport cost to center per unit				

charge to each center/mother _____

- D. Food Records
1. Is a proper record of food receipts and distribution maintained _____
 2. Are entries into inventory records based on a physical count made immediately upon arrival of goods _____
 3. Are withdrawals recorded _____
 4. Are physical inventories checked with inventory records on a regular basis _____

- E. Food Storage
5. Is food kept in clean, cool, dry storerooms, safe from thieves, insects, rodents _____
 6. Is food stacked criss-cross for ventilation/easy counting, 4 inches from the floor, walls, ceiling _____
 7. Are commodities distributed on a first in first out basis _____
 8. Has food been stolen _____
 9. Are any foods infested/deteriorated _____

10. Have these foods been removed to prevent further contamination and damage _____

11. Have they been reported to CRS _____

12. Was a health certificate obtained _____

F. Food

13. Does this center receive food supplies from any other organization _____

14. Do any ineligible persons receive CRS foods _____

15. Are there any foods the children do not like or eat _____

16. Are the empty containers sold _____

17. How are the funds used _____

G. Day Care Centers, Institutions/Food For Work

18. Is food prepared and eaten at center _____

19. Are there other foods grown, bought, donated by parents besides CRS foods _____

20. Are adequate facilities available to prepare foods _____

21. Specify type of institution _____

22. Does the institution understand that it must not reduce its regular food expenditures because they receive CRS food _____

H. PreSchool Report:

Clinic days _____

23. Is the agreement form available and contents known by staff _____

24. Is the G.S.S. introduced _____

25. Are Master Charts filled out correctly _____

26. Is the individual chit being used and filled out correctly _____

27. Is CRS food distributed in correct ration to needy children _____

28. Is individual teaching done using individual chit _____

29. Was there a demonstration of local foods as substitutes for CRS foods _____

30. Was there a demonstration garden _____

31. What was the topic of lecture given that day _____

32. Is educational material available _____

33. Are scales suitable, correctly adjusted and in good condition _____

34. Are vaccinations and other health services provided _____

35. What is clinic's staff's attitude towards GSS _____

I. CHILDRENS' MONTHLY ATTENDANCES.

MONTHS:

1. _____
2. _____
3. _____

PERFORMANCE OF CENTRE:

- a) Complying with C.R.S. Guidelines:
- b) Any difficulties experienced:
- c) Correction made:
- d) General picture: Activities: Effectiveness:

PROBLEMS:

SOLUTIONS:

COMMENTS:

MISCELLANEOUS:

Signature: _____
End-Use Checker/PreSchool Supervisor

CATHOLIC RELIEF SERVICES - U.S.C.C.
TANZANIA PROGRAM
P.O. BOX 9222 DAR ES SALAAM.

Date: _____

To: _____

Subject: Port Clearance and Movement of CRS Goods

Ship: _____ E.T.A. _____

P/L: _____ Designated Port _____

Commodity: _____

Dear Sir,

The enclosed documents are for your perusal.

Kindly obtain port clearance and proceed with movement of goods as per distribution order.

Upon completion of port clearance, kindly complete the format report of movement of goods from the port and forward the original to this office.

At the end of each month, until all goods have been moved to consignees, kindly submit a Tally Sheet to this office for our records.

As soon as you can, kindly forward the invoices, original and copy, to this office so that our accountant can review and clear them and mail them to the consignees for reimbursement of expenses incurred for port clearance, transportation and other related costs.

Sincerely yours,

Director

Encls.:

- Bill of Lading, original, No. _____ from _____
- Bill of Lading, non-negotiable _____ from _____
- Treasury letter Ref. No. TY/C/430/71
- CBS Memorandum Receipt Order No. _____
- CRS Report of movement of goods format (4)
- Tally Sheets (8)
- Copy of letter to Surveyor

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CATHOLIC RELIEF SERVICES - U.S.C.C.
TANZANIA PROGRAM
P.O. BOX 9222 DAR ES SALAAM.

Date: _____

P/L. No. _____

Managing Director
Tanzania General Superintendence Co. Ltd.
P.O. Box 2249
DAR ES SALAAM

Re: Request for Cargo Survey

Vessel: _____

Designated Port _____ E.T.A. _____

Dear Sir:

[Faint stamp]

You are kindly requested to conduct a survey on the CRS cargo as manifested on the attached Bill of Lading and herewith:

[Faint stamp]

Please submit to this office an original and 2 copies of the Survey Report as soon after the cargo has been offloaded from the vessel so that we may submit a timely report to our headquarter.

Sincerely yours,

Director

cc: Ship's file
Tickler file

NASACO
Clearing and Forwarding Agent

03

S/CFA/11/79

To: Director
Catholic Relief Services - U.S.C.C.
P.O. Box 9222, Dar es Salaam

From: _____
Clearing and Forwarding Agent

Subject: Tally Sheet - movement of goods from godown

Address of godown: _____

Last Tally Sheet to CRS was dated:

Movement of Goods since then follows:

Kind of Goods:

Stock listed in last Tally Sheet: Units _____ (Tons _____)

Amount of goods moved by truck: Units _____ (Tons _____)

No. of consignees involved: _____

Amount of goods moved by railway: Units _____ (Tons _____)

Railway bill numbers :

No. of consignees involved :

Balance still in godown : Units _____ (Tons _____)

Comments and observations:

Signature/Name

Date _____

From: _____
Clearing and Forwarding Agent

To: Catholic Relief Services U.S.C.C.
P.O. Box 9222, Dar es Salaam

Subj: Report of Movement of Goods from Port to Consignees

References

Name of ship _____

Bill of Lading _____

Cargo manifested _____

Designated port _____ E.T.A. _____

Port arrived at _____ Date _____

Details of Movement of Goods

_____ date Movement commenced

_____ date terminated

_____ total number of units received from ship

_____ no. of units in good condition

_____ no. of units damaged

_____ no. of units salvaged from the damaged
put into new containers

Transportation

(Resume - for details see Tally Sheet attached)

_____ no. of units transported to Consignees

_____ no. of units transported to Godown

Address of Godown _____

Were goods properly stacked on pallets and can inventory be
taken? _____

Are any units still in port _____

Comments:

Name & Signature