

PDAB0108 II TA

TANZANIA ANNUAL TRAINING PROPOSAL
FOR
HUMAN RESOURCES DEVELOPMENT ASSISTANCE
TRAINING PROJECT
(698-0463)
FY 1988

ISN:
7313

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A. BRIEF STATEMENT REGARDING GENERAL OBJECTIVES OF
THE PROPOSED TRAINING AND RELATIONSHIP TO MISSION
AND COUNTRY PRIORITIES

Tanzania's successful initiation of a broad economic reform program and the signing of a debt rescheduling agreement with the U.S. in the 1986 have permitted resumption of a focused AID program in support of Tanzania's Economic Recovery Program. This TanGov program recognizes the agricultural sector as a first priority because of its potential for generating rural income and much needed foreign exchange. The AID Concept Paper identifies transport as a critical to expanding agriculture production and improving marketing and distribution of both export and domestic crops. Discussions with TanGov officials and other donors have concluded that transportation, road, rail and shipping capacity are critical constraints to both the provision of agriculture inputs and marketing of food crops and export crops. The Tanzania transport infrastructure also serves as an important corridor for external trade for neighbouring land-locked countries (Zambia, Burundi, Rwanda, Zaire and Malawi). Roads are the predominant mode of transport overall with railways and harbours taking a major role of the important import/export traffic. The entire region would benefit from improvements to Tanzania's transport sector.

Distribution and marketing of food crops as well as the export crops are hampered by (i) the inadequate road network and its poor maintenance, (ii) lack of all weather roads, (iii) shortage of trucks, spare parts and tires, (iv) limited rail and shipping capacity, (v) insufficient and deteriorating storage and processing facilities, and (vi) insufficiently trained personnel resulting in operational inefficiency, poor management and wastage. This training plan is intended to address this last constraint for both public and private sector officials.

GUIDANCE

MOCW = MINISTRY OF COMMUNICATIONS AND WORKS
THA = TANZANIA HARBORS AUTHORITY
TRC = TANZANIA RAILWAYS CORPORATION
NIT = NATIONAL INSTITUTE OF TRANSPORT
UDSM = UNIVERSITY OF DAR ES SALAAM
ESAMI = EASTERN AND SOUTHERN AFRICAN MANAGEMENT INSTITUTE
IDM = INSTITUTE OF DEVELOPMENT MANAGEMENT
DSM = DAR ES SALAAM

B. SUMMARY OF PROPOSAL

This proposal contains 58 programs of which 20 are for women just about 35%, of the total. One has to bear in mind that the beneficiaries to this program are drawn from three highly technical organizations (Railways, Harbours and Road Construction) which have been preserves for male employment.

In setting up this Plan the Mission has considered all relevant factors including (a) flexibility in determining field of study, (b) costs of training, (c) training in the U.S. only where this is not available or appropriate in Tanzania, (d) as much in-country training as possible to be carried out in Tanzania where it is cheaper and appropriate, (e) the need to encourage women to have access to external training opportunities instead of confining them to local training.

The number of programs seems large. But Tanzania Harbours Authority and Tanzania Railways are the biggest single employers, only second to the Government. Until now AID has not been giving assistance to these transport organizations. The need for training across the board is now greater than ever since AID is providing assistance to improve the infrastructure. This plan includes the training of electrical, mechanical and civil engineers for their technical disciplines but also human resources personnel, maintenance staff as well as administrators.

The plan contains four requests for PH.D degrees. Two are for the Headquarters of the Ministry of Communications and Works where advice to the Ministry on highly technical matters from local Tanzanians is missing. One is for a Tutor at the National Institute of Transport and the fourth is for the Zanzibar Planning Commission.

Mission will make a determined effort to further stimulate private sector and women's participation in FY 1989.

C. IN-COUNTRY TRAINING REQUESTED

- | | <u>ESTIMATED COST</u> |
|---|-----------------------|
| 1. <u>MSc Degree in Civil Engineering at the University of Dar es Salaam (UDSM) for the Ministry of Communication & Works (MOCW), 2 years</u> | \$'000
3.6 |

The participant is a Project Engineer/Assistant Executive Officer holding a MSc degree in Civil Engineering. He is responsible for construction projects handled by the Ministry especially roads, and buildings.

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|---|-----|
| 2. <u>MSc degree in Civil Engineering at the UDSM for the MOCW, 2 years</u> | 3.6 |
|---|-----|

Participant is an Assistant Executive Engineer in the Ministry of Communication and Works responsible for supervision of trunk road maintenance, planning and monitoring of works. He holds a Certificate in Civil Engineering from the Dar es Salaam Technical College (DSM Technical College) and a Diploma in Civil Engineering from the U.S.S.R.

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|---|-----|
| 3. <u>MSc degree in Engineering at UDSM for MOCW, 2 years</u> | 3.6 |
|---|-----|

This candidate is responsible for supervision of rural roads under labour intensive projects. He holds a BSc degree in Civil Engineering from the University of Mysore, India.

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|---|-----|
| 4. <u>MSc degree in Engineering at UDSM for MOCW, 2 years</u> | 3.6 |
|---|-----|

Participant is an Assistant Executive Engineer responsible for road construction works in the Mombo-Lushoto area. He studied highway and bridge engineering in India for three months in 1986 while holding a BSc degree in engineering from the UDSM

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| 5. <u>BSc Mechanical Engineering at UDSM for MOCW, 4 years</u> | 5.7 |
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This participant is a technical instructor in motor vehicles at the National Institute of Transport. He holds a Full Technicians Certificate. An upgrading of his skills by obtaining a degree on the subject is required.

6. BSc Civil Engineering at UDSM for MOCW, 4 years 5.7

The candidate is a supervisor of highway construction works as well as being a supervisor for laboratory testing of soils on the Kibiti-Lindi road project. He holds a Full Technician Certificate from the DSM Technical College.

7. BSc degree in Civil Engineering at the UDSM for MOCW, 4 years 5.7

The candidate is dealing with road maintenance works which includes road tests on paved and unpaved roads, deflections, dynamic cone penetrometer. He also handles traffic census and road surveys. He holds a Full Technician Certificate from the DSM Technical College.

8. Construction Management Course at Eastern and Southern African Management Institute (ESAMI), Arusha, Tanzania for MOCW, four weeks 2.5

Participant is a Resident Engineer with BSc degree in Civil Engineering and is responsible for supervision of construction and works for buildings and roads.

9. Construction Management course at ESAMI for MOCW for four weeks 2.5

Participant is responsible for maintenance operations in trunk roads in Arusha. He holds a BSc degree in engineering from Bangalor University, India. He also holds a Full Technicians Certificate from DSM Technical College.

10. Construction Management course at ESAMI for MOCW for four weeks 2.5

Participant who holds a BSc degree in Civil Engineering from UDSM and MSc degree from University of Birmingham (UK) is involved in design construction and maintenance of several projects as a Project Engineer.

11. Construction Management course at ESAMI for MOCW for four weeks 2.5

Candidate is a Maintenance and Bridge Engineer with BSc degree from Bangalore University, India. A short training in construction management would be a valuable refresher experience for his work.

12. Road Maintenance, Planning and Management course for MOCW for four weeks at ESAMI 2.5

As a Senior Engineer for structures this participant is responsible for design of all bridges on trunk roads in the country and for new constructions and repair. He holds BSc degree in Civil Engineering from University of Nairobi and MSc degree in the same field from the University of Strathclyde in UK.

- 13 Construction Management course at ESAMI for MOCW for four weeks 2.5

This Senior Government Engineer responsible for public works construction in the roads sub-sector needs short time training in road construction management including types of construction material, works programming and quality control.

14. Human Resources Management and Development Program II at ESAMI for MOCW for six weeks 3.6

This lady has been in the field of Personnel Management and Administration with the Ministry since 1972. She holds a B.A. degree in Industrial Sociology from the UDSM. She needs a refresher course in her field of work to enhance her capabilities.

15. Human Resources Management and Development at ESAMI for MOCW for six weeks 3.6

This lady has also been a Senior Manpower Development Officer since 1975 and holds a Makerere University degree in Arts. A short course in human resources should improve her competence.

- 16 Human Resources Management and Development I at ESAMI for THA for six weeks 3.6

She is an Assistant Personnel Officer with about 2 years experience and holds a BSc degree from the UDSM in Administration.

- 17 Seminar on Audit of Computerized Financial Accounting Systems at ESAMI for THA for two weeks 1.5

This candidate is Chief Financial Accountant of THA with 13 years practical experience but with minimum professional qualification. He requires an upgrading course to enhance his skills.

18. Management of Financial Resources assets and capital projects conducted by ESAMI in Harare for three weeks 3.0

This is an accountant of many years standing responsible for management and evaluation of capital projects.

19. A four weeks course in Advanced Management Accounting at ESAMI for THA 2.5

This candidate is a Port Revenue Accountant who holds a CPA degree from Kenya

20. Seminar in Financial Planning and Control at ESAMI for THA for three weeks 3.0

Participant is a Principal Accountant with THA and holds a CPA degree which he obtained in 1981. Since then he has not participated in any form of training and he needs this course to enhance his competence.

21. Advanced Diploma in Transport Management course at the National Institute of Transport, (NIT), Dar es Salaam for THA for three years 3.0

This THA Assistant Operations Officer since 1972 has not had an opportunity to learn much of his trade since he was employed. This in-country short course in transport management should improve his performance.

22. An Advanced Diploma in Transport Management Program for THA at the NIT for three years 3.0

He is another THA Assistant Operations Officer who needs some training since he has not had that opportunity from his engagement until now.

23. MSc degree in Mechanical Engineering at the UDSM for NIT for 2 years 3.6

This candidate is a Tutor in the Department of Engineering of the NIT. He conducts theoretical classes for technicians, participates in consultancy and in curricula development activities. He is programmed for a MSc degree in Mechanical Engineering at the UDSM.

24. Operation, Management and Maintenance of Road Transport Fleets for NTC at ESAMI for 5 weeks 3.1

Participant is General Manager of the Mwanza Regional Transport Company. He needs local training in Transport Fleet Operations.

25. Advanced Diploma in Public Administration at IDM for Tanzania Railways Corporation (TRC) for 3 years 1.2

Participant is a Manpower Development Officer Grade II whose duties include personnel recruitment, interviews, career development, work force planning and inter-personnel relations. This course includes three disciplines and should be useful for his work.

26. Transport Policy, Planning in Sub-Saharan African for TRC for 5 weeks at ESAMI 3.1

This is Assistant Chief Traffic Manager responsible for planning, control and monitoring of train operations. He is programmed for a study of management and planning of transport operations.

27. Advanced Management Accounting ESAMI for TRC for four weeks 3.0

The trainee is a Senior Accountant with TRC who looks after financial investments. She holds an Advanced Diploma in Accountancy from the Tanzania Institute of Financial Management. In 1985 she attended a short course in accountin in India.

28. Seminar on Advanced Issues in Accounting at ESAMI for TRC for three weeks. 3.0

Candidate is a Chief Internal Auditor with an Advanced Diploma in Accountancy and an ACCA Certificate from North London Polytechnic. He is responsible for developing comprehensive audit program and ensure adherence of financial accounting procedures.

29. Six weeks Program in Human Resources Management and Development at ESAMI for TRC 3.6

This Manpower Development Assistant is responsible for personnel affairs including recruitment, discipline and industrial relations.

30. Five weeks program in Transport Policy and Planning in Sub-Saharan Africa at ESAMI for TRC 3.0

This holder of an Advanced Diploma in Transport Management is now Assistant Costing Manager with TRC and is responsible for economic analysis of the transport sector.

31. Transport Policy Planning in Sub-Saharan Africa at ESAMI for Ministry of Finance Economic Affairs & Planning for five weeks 3.0

The candidate is an Economist in the Ministry of Finance, Economic Affairs and Planning. He is responsible for analysis and co-ordination of transport development policy and planning including projects appraisal, implementation, review and evaluation. A short course in Sub-Saharan policy issues should be useful for him.

<u>D. THIRD COUNTRY TRAINING REQUESTED</u>	<u>ESTIMATED COST</u>
	\$'000
1. <u>Diploma in Maritime Studies at Bandari College, Mombasa Kenya for MOCW for nine weeks</u>	2.0

The participant is a Chief Officer with a Licence and Diploma in navigation of vessels from port to port and also handling cargo. He also does general ships work.

2. <u>Diploma in Maritime Studies at Bandari College, Mombasa for THA for MOCW for nine weeks</u>	2.0
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This is a Senior Training Officer at the Bandari Maritime Training College in Dar es Salaam. He already has a Diploma in Transport Management from NIT, Dar es Salaam and a Diploma in Port and Shipping Administration from the University of Wales Institute of Science and Technology. It is considered that he should have the experience of learning from an East African Maritime Institute similar to his own and compare notes for the good of his outlook and experience.

3. <u>Diploma in Maritime Studies at Bandari College, Mombasa Kenya for THA for nine weeks</u>	2.0
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He is a Senior Marine Engineer with THA. He was in Kenya Polytechnic for training and attained a Diploma in Mechanical/Electrical Engineering (1970-73) and another Diploma in the same field (1974-76). He obtained a Shipbuilding Certificate in 1980. He is now in charge of the dock yard supervising repairs and new constructions of marine craft.

4. <u>Diploma in Maritime Studies at Bandari College, Mombasa for NIT for nine weeks</u>	2.0
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This Assistant Tutor at the NIT conducts tutorials in transport operations and management. He has an Advanced Diploma in transport management from the same Institute. It is considered that a Diploma from a similar Institute specialising in marine studies would be beneficial to his teaching career and the Institute.

5. PH.D in Economics for the Zanzibar
Planning Commission at the American
University in Cairo for three years

20.0

The participant is the Executive Secretary of the Zanzibar Planning Commission who handles all matters of economic policy and planning. He was awarded a MA degree in Economics by University of Vanderbilt in 1984. This candidate is a highly influential person and for sometime to come will carry considerable weight in the isles. While Mission recognizes AID policy that PHD degrees should be for persons in academic/teaching and research institutions this person is well placed for such a qualification.

E. U.S. TRAINING REQUESTED ESTIMATED COST

\$' 000

1. Short Course in Advanced Highway Engineering for MOCW for six months 23.6

The participant is the Chief Engineer for Roads and Airports with experience stretching up to 19 years. He has a BSc degree in Engineering from Nairobi University. He is to receive a course of up to 6 months asphalt concrete pavements in tropical countries, bituminous material uses and foundation engineering

2. Short Course in Advanced Highway Engineering for MOCW for six months 23.6

This candidate is Head of the Design Section, for Roads, Airports, Buildings and Bridges. He is programmed for a course in Structural design, construction planning and highway pavement design.

3. PH.D in Transportation Engineering MOCW for 3 years 67.4

Participant is Head of Design Section responsible for planning, feasibility studies and design of roads and airports. Most of the work in road/airport design is currently carried out by foreign international consultant firms. This candidate is now holding a very senior and responsible position at the Ministry's headquarters. This training should enable him play a more leading role in road design work.

4. Short course in Advanced Highway Engineering for MOCW for three months 13.0

This is a female Civil Engineer with Masters degree in this field from the Soviet Union. She is responsible for maintenance of Government buildings. But she will be involved in urban and rural road planning and construction management.

5. Microcomputer Applications in Engineering Design and Process Control for MOCW for three months 13.2

This lady is an Assistant Executive Engineer supervising repairs and servicing of electrical motors and generators. She needs an introduction to microcomputers and to learn their application in heat exchangers and electrical networks, possibly at Howard University School of Engineering.

6. Human Resources Development and Management for MOCW in the U.S. for three months 13.2

This Personnel Management Officer has duties in personnel administration, training, public relations, recruitment and job motivation. She is to receive a short course in this field since she has not received any training from the time she graduated with a BA degree in Industrial sociology from the UDSM in 1983.

7. PH.D Materials Engineering for MOCW in US for 3 years 67.4

Participant is a Senior Materials Engineer in charge of quality control and construction of pavements. He holds a Diploma in Civil Engineering and a MSc degree in Civil Engineering from University of Strathclyde in Scotland where he specialized in highways and traffic engineering. He is programmed to study dry compaction as applicable to low cost roads and feeder roads in developing countries. He will probably be the only Tanzanian expert in this field in the country and this expertise may save construction costs in road building.

8. Short course in Highway Construction Management for MOCW for 3 months 15.0

Participant is a Resident Engineer with a civil engineering degree from Mysore University, India. He is involved in maintenance of feeder roads in pyrethrum growing area of the Southern Highlands region of the country.

9. A short course in Construction Engineering and Management in U.S. for MOCW for three months 15.0

This Assistant Executive Engineer holds a BSc degree in civil engineering from Bangalore University, India. He is in charge of road maintenance in the Mbeya Region of Southern Tanzania.

10. MSc degree in Transportation and Public Utilities in U.S. for the National Institute of Transport, Tanzania, for two years . 45.8

The applicant is a Tutor with NIT teaching public transport technology, operations, management, as well as railway, road and air transportation including policy issues related to communications. She holds an advanced Diploma in Transport Management and a Post Graduate Diploma in General Management. She needs higher skills in order to improve her skills in the subjects she teaches.

11. PH.D degree in Transportation Administration/Systems in U.S. for National Institute of Transport for 36 months 67.4

Participant has a BA (Hons) and an MA degrees in Economics from the UDSM. She is an Assistant Tutor teaching transport planning, transport economics, research methodology, problems of agricultural transportation, policy issues related to transportation in the country. The Institute awards an Advanced Diploma in Transport Management to many organizations in Tanzania. She needs this high qualification in order to enhance her teaching and research capability.

12. Transport Policy at the Economic Development Institute in the U.S. for the National Transport Corporation (NTC) for 3 months 15.0

Participant is principal advisor of NTC Group Companies and MOCW on Transport operations matters. He holds a Bachelor of Commerce degree from University of Nairobi and Post Graduate Diploma in General Management from Institute of Development Management Mzumbe, Tanzania. He needs an orientation with the EDI to update his knowledge of new policy trends.

13. MSc in General Management at Arthur D. Little Institute for NTC for eleven months 31.0

This is the Director of Planning and Finance of the NTC responsible for advising MOCW on financial and planning matters. He has Diploma in Public Administration from Sweden, a Diploma in Finance and Management from University of Connecticut, U.S.A. and a Certificate in Project Analysis in Planning from ADL, U.S.A. A MSc degree in Management will no doubt improve his competence.

14. A course in Public Financial Management at the University of Connecticut for THA for 14 weeks 15.0

Participant is an Accountant with the THA. He holds a certificate in Investment Management from ESAMI, a Certificate in Budgeting and Control all from ESAMI. He also obtained a certificate in Budgeting and Control from the Kenya Institute of Management. For his further advancement and to improve efficiency at THA this professional Diploma from a U.S. institution should enable him improve his skills and capability still further.

15. Four Week Course conducted by the African American Purchasing Center (AAPC), New York, for THA 5.0

The Principal Supplies and Purchasing Officer of THA has a BA degree from the University of Dar es Salaam and has 14 years practical experience on the job. Her duties include procurement of equipment and spares from developed countries for port operations: AAPC is the one organisation she needs for training in procurement functions.

16. Human Resources Management at Utah State University for TRC for 3 1/2 months 17.6

This TRC Manpower Development Officer has a BA degree in Education and MA in Economic History from the UDSM. She has worked as Public Relations Officer with the Tanzania Ministry of Education and is now Training Officer of TRC. She will attain academic gains by an exposure to U.S. ways of handling human resources development.

17. Two months course in Personnel Management in U.S. for THA 7.5

This Senior Personnel Officer with 18 years experience has BSc degree in Administration, Certificate in Human Resources Development from ESAMI, a Certificate in Advanced Manpower Development from ESAMI and a Certificate in Port Operations. With this long experience he needs an exposure in modern techniques and methods of handling personnel in developed country.

18. Two month course in Personnel Management in U.S. for THA 7.5

The candidate is a Principal Personnel Officer with THA, second in command to the Head of the Department of Personnel and Manpower Development. Her duties include policy formulation, implementation of personnel directives. She has 16 years practical on the job experience but has not had any study outside the country.

19. A three month course in Financial Management in the U.S. for THA 15.0

This candidate is a Cost Accountant for THA and is earmarked for a more senior position in the organization. Her duties include collation and analysis of data to facilitate financial decisions.

20. Four weeks Program on Principles of Privatization and Strategies involving implementation of privatization in U.S. for the Ministry of Finance, Economic Affairs and Planning 15.0

Participant is an Economist in this Ministry. His duties include intergration of public and private sectors in relation to the Economic Recovery Program. This includes evaluation of the performance and contribution of the private sector in the economy as a whole.

F. U.S. TRAINING REQUESTED
FOR PRIVATE SECTOR

ESTIMATED COST

1. BSC degree in Engineering and
Computer Application in U.S
for Leyland Albion (Tanzania)
for three years

67.4

This candidate has been put forward by M/S Leyland Albion (Tanzania) Ltd. The participant has completed his International Baccalaureate studies at the studies at the International School of Tanganyika. Although he is a Tanzanian he has not followed the curriculum set for Tanzanian Government schools and cannot be admitted to the UDSM. Leyland Albion which is in the assembly business for trucks in the country has pledged to employ him for a minimum of two years on completion of his training. Mission has not determined what share of the training costs should be passed on to the potential employers and which they can afford.

2. BSc degree in Engineering in U.S
for M/S New Chande A.G.E. Works
for three years

67.4

This is another person who has attended the International School of Tanganyika who completed his International Baccalaureate but did not follow the curriculum of the Tanzanian Government Schools and cannot be admitted to the University of Dar es Salaam. His employers have a fleet of trucks and heavy construction machinery including caterpillars. The company has an agreement with the participant to work for them upon completion of training in servicing and maintenance of their machinery. The Mission has not determined what percentage of the training cost the employer should share and can afford.

Applications from private sector for funding in-country training have been entertained. Subject to further information Mission takes the view that the major constraint is in foreign exchange but that this sector should be able to finance local training with local currency.

G. PRIORITY LIST OF ALL REQUESTED TRAINING
(IN-COUNTRY, THIRD COUNTRY, U.S. AND
PRIVATE SECTOR

	<u>ESTIMATED COST</u>
1. Short Course in Advanced Highway Engineering for MOCW for six months	23.6
2. Short Course in Advanced Highway Engineering for MOCW for six months	23.6
3. PH.D in Transportation Engineering MOCW for 3 years	67.4
4. Short course in Advanced Highway Engineering for MOCW for three months	13.0
5. PH.D Materials Engineering for MOCW in US for 3 years	67.4
6. PH.D degree in Transportation Administration/Systems in U.S. for National Institute of Transport for 36 months	67.4
7. Transport Policy at the Economic Development Institute in the U.S. for the National Transport Corporation (NTC) for 3 months	15.0
8. MSc in General Management at Arthur D. Little Institute for NTC for eleven months	31.0
9. MSc Degree in Civil Engineering at the University of Dar es Salaam (UDSM) for the Ministry of Communications & Works (MOCW), 2 years	3.6
10. MSc degree in Civil Engineering at the UDSM for the MOCW, 2 years	3.6
11. MSc degree in Engineering at UDSM for MOCW, 2 years	3.6
12. MSc degree in Engineering at UDSM for MOCW, 2 years	3.6

13.	Construction Management Course at Eastern and Southern African Management Institute (ESAMI). Arusha, Tanzania for MOCW, four weeks	2.5
14.	Construction Management course at ESAMI for MOCW for four weeks	2.5
15.	Construction Management course at ESAMI for MOCW for four weeks	2.5
16.	PH.D in Economics for the Zanzibar Planning Commission at the American University in Cairo for three years	20.0
17.	Human Resources Management and Development Program II at ESAMI for six weeks	3.6
18.	Human Resources Management and Development at ESAMI for MOCW for six weeks	3.6
19.	Transport Policy, Planning in Sub-Saharan Africa for TRC for 5 weeks at ESAMI	3.1
20.	Advanced Diploma in Public Administration at IDM for Tanzania Railways Corporation (TRC) for 3 years	1.2
21.	Seminar on Advanced Issues in Accounting at ESAMI for TRC for three weeks.	3.0
22.	Transport Policy Planning in Sub-Saharan Africa at ESAMI for Ministry of Finance Economic Affairs & Planning for five weeks	3.0
23.	Five weeks program in Transport Policy and Planning in Sub-Saharan Africa at ESAMI for TRC	3.0
24.	Six weeks Program in Human Resources Management and Development at ESAMI for TRC	3.6
25.	Diploma in Maritime Studies at Bandari College, Mombasa Kenya for MOCW for nine weeks	2.0

26.	Diploma in Maritime Studies at Bandari College, Mombasa for THA for MOCW for nine weeks	2.0
27.	Diploma in Maritime Studies at Bandari College, Mombasa, Kenya for THA for nine weeks	2.0
28.	Diploma in Maritime Studies at Bandari College, Mombasa for NIT for nine weeks	2.0
29.	MSc degree in Transportation and Public Utilities in U.S. for the National Institute of Transport, Tanzania, for two years.	45.8
30.	Human Resources Management at Utah State University for TRC for 3 1/2 months	17.6
31.	A course in Public Financial Management at the University of Connecticut for THA for 14 weeks	15.0
32.	Two months course in Personnel Management in U.S. for THA	7.5
33.	A three month course in Financial Management in the U.S. for THA	15.0
34.	Four weeks Program on Principles of Privatization and Strategies involving implementation of privatization in U.S. for the Ministry of Finance, Economic Affairs and Planning	15.0
35.	BSC degree in Engineering and Computer Application in U.S for Leyland Albion (Tanzania) for three years	67.4
36.	BSc degree in Engineering in U.S for M/S New Chande A.G.E. Works for three years	67.4
37.	BSc Mechanical Engineering at UDSM for MOCW, 4 years	5.7.

38.	Construction Management course at ESAMI for MOCW for four weeks	2.5
39.	BSc Civil Engineering at UDSM for MOCW, 4 years	5.7
40.	BSc degree in Civil Engineering at the UDSM for MOCW, 4 years	5.7
41.	Road Maintenance, Planning and Management course for MOCW for four weeks at ESAMI	2.5
42.	Construction Management course at ESAMI for MOCW for four weeks	2.5
43.	Two month course in Personnel Management in U.S. for THA	7.5
44.	Four Week Course conducted by the African American Purchasing Center (AAPC), New York, for THA	5.0
45.	Human Resources Development and Management for MOCW in the U.S. for three months	13.2
46.	Short course in Highway Construction Management for MOCW for 3 months	15.0
47.	A short course in Construction Engineering and Management in U.S. for MOCW for three months	15.0
48.	Microcomputer Applications in Engineering Design and Process Control for MOCW for three months	13.2
49.	Operation, Management and Maintenance of Road Transport Fleets for NTC at ESAMI for 5 weeks	3.1
50.	Advanced Management Accounting ESAMI for TRC for four weeks	3.0
51.	Advanced Diploma in Transport Management course at the National Institute of Transport, (NIT), Dar es Salaam for THA for three years	3.0

52.	Management of Financial Resources assets and capital projects conducted by ESAMI in Harare for three weeks	3.0
53.	MSc degree in Mechanical Engineering at the UDSM for NIT for 2 years	3.6
54.	An Advanced Diploma in Transport Management Program for THA at the NIT for three years weeks	3.0
55.	A four weeks course in Advanced Management Accounting at ESAMI for THA	2.5
56.	Seminar in Financial Planning and Control at ESAMI for THA for three weeks	3.0
57.	Human Resources Management and Development I at ESAMI for THA for six weeks	3.6
58.	Seminar on Audit of Computerized Financial Accounting System at ESAMI for THA for two weeks	1.5
	T O T A L	<u>755.90</u>

22

H. SUMMARY OF FUNDING LEVEL

	\$'000
C. IN COUNTRY (TANZANIA) TRAINING REQUESTED	99.90
D. THIRD COUNTRY TRAINING REQUESTED	28.00
E. U.S. TRAINING REQUESTED	493.20
F. U.S. TRAINING REQUESTED BY PRIVATE SECTOR	134.80

TOTAL FUNDS REQUESTED	<u>755.90</u>