

TANZANIA HARBOURS AUTHORITY (THA)



DAR ES SALAAM PORT DEVELOPMENT

CO-DONORS PROGRESS MEETING NO 4

FEBRUARY 4, 1983

KILIMANJARO HOTEL - DAR ES SALAAM

MINUTES AND PAPERS

DAR ES SALAAM PORT DEVELOPMENTDONORS CONFERENCE NO 4FEBRUARY 4, 1988KILIMANJARO HOTEL - TANZANIA ROOM
DAR ES SALAAMPROGRAMME

<u>ITEM</u>	<u>SPEAKER</u>	<u>TIME</u>
<u>MORNING SESSION</u>		
1. ASSEMBLY	---	0800
2. WELCOME SPEACH	MR. J.K.CHANDE (CHAIRMAN)	0810-0835
3. ORIGINAL PROJECT WITH REVISED COST ESTIMATE	MR. S.M.E. LUHIGO (DIRECTOR OF ENGINEERING AND TECHNICAL SERVICES)	0835-0850
4. PROJECTS OUTSIDE WORLD BANK CO-ORDINATION	MR. P. MTANDU (PRINCIPAL ELECTRICAL ENGINEER)	0850-0900
5. PROJECTS INTENDED IN THE TRANSPORT SECTOR RECOVERY PROGRAMME	MR. S.M.E. LUHIGO (DIRECTOR OF ENGINEERING AND TECHNICAL SERVICES)	0900-0930
6. DISCUSSIONS	ALL MISSIONS	0930-0950
7. COFFEE/TEA	ALL MISSIONS	0950-1020
8. PROGRESS ON:		
AA. CIVIL WORKS	MR. STURE KARLSSON (PRINCIPAL CIVIL ENGINEER, PCU)	1020-1040
BB. EQUIPMENT	MR. BERNHARD WOLF (SENIOR MECHANICAL ENGINEER, PCU)	1040-1100
CC. TECHNICAL ASSISTANCE AND TRAINING	MR. PETER MTANDU MR. STURE KARLSSON MR BERNHARD WOLF	1100-1115
9. DISCUSSIONS	ALL MISSIONS	1115-1130
10. LUNCH	ALL MISSIONS	1130-1330

AFTERNOON SESSION

11. MID TERM PROJECT REVIEW	MR. S.M.E. LUHIGO	1330-1340
12. DISCUSSIONS	ALL MISSIONS	1340-1400
13. MISSIONS COMMENTS	ALL MISSIONS	1400-1430
14. COFFEE/TEA	ALL MISSIONS	1430-1445
15. CLOSING	MR. A.S.M. JANGUD (GENERAL MANAGER)	1445-1500
16. BILATERAL CONSULTATIONS		1500-

EVENING

COCTAIL PARTY (HOTEL KILIMANJARO, TANZANIA ROOM)		1900-
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TANZANIA HARBOURS AUTHORITY
4TH DONORS MEETING

MINUTES OF MEETING AT KILIMANJARO HOTEL, DSM
ON THURSDAY 4TH FEBRUARY 1988

PRESENT:

Mr. J.K. Chande	-	Chairman Board of Directors THA
Mr. A.S.M. Janguo	-	General Manager THA
Mr. S.M.E. Luhigo	-	Director of Engineering THA
Mr. J.O. Mkinga	-	Director of Planning THA
Mr. P.K. Mtandu	-	Principal Electrical Engineer THA
Mr. S. Karlsson	-	Principal Civil Engineer FCU THA
Mr. K. Braat	-	Senior Civil Engineer FCU THA
Mr. S.K. Ndosa	-	Data Processing Manager EDP THA
Mr. G. D.Nkojo	-	World Bank Head Office
Mr. I. Porter	-	World Bank Representative, Tanzania
Mr. H. Swift	-	EEC Delegate
Mr. D. Leroy	-	Ambassador of Belgium
Mr. P. Willems	-	Embassy of Belgium, Tanzania
Mr. M. Vigrass	-	CIDA, Harare
Mr. J. Lerberg	-	Embassy of Denmark, Tanzania
Mr. L. Moensted	-	DANIDA
Mrs H. Philatie	-	Embassy of Finland, Tanzania
Mr. O. Sotamaa	-	FINNIDA, Helsinki
Mr. E. Starnitzky	-	German Embassy, Tanzania
Mr. S.H. Bloembergen	-	Royal Netherlands Embassy, Tanzania
Mr. W. Stenersen	-	NORAD, Royal Norwegian Embassy, Tanzania
Mr. J. Brisman	-	SIDA, Stockholm
Mr. S. Lööf	-	SIDA, Swedish Embassy, Tanzania
Mr. J. Strauss	-	USAID
Mr. Z. Hahn	-	USAID
Mr. R.M. Minja	-	Ministry of Communication & Works
Mr. T.B. Rweyongeza	-	Ministry of Communication & Works
Mr. D.T. Tembo	-	Zambia High Commission
Mr. F. S. Mwamba	-	Zambia High Commission
Mr. A.S. Nkwabi	-	General Manager NASACO
Mr. E.A. Mlay	-	NASACO
Mr. S.T. Mushi	-	NASACO
Mr. E.J.A. Mtenda	-	NASACO
Mr. S. Moller	-	TAZARA FCU
Mr. A.P. Tite	-	Bertlin and Partners, UK
Mr. M.J. Edge	-	Bertlin and Partners, Tanzania
Mr. R. Sallanmaa	-	RWA/FINNIDA, Tanzania

08.15 WELCOME

The Chairman of the Board of Directors of THA, Mr. J.K. Chande, welcomed the delegates and gave a short review of his prior and present involvement with THA. The full contents of his opening speech are included here as ATTACHMENT 1.

In his speech the Chairman emphasized the well developed state of the Port Development Project and its growing importance for transportation to and from the frontline

states.

The situation concerning Bandari College has improved since the previous conference as the scheme had commenced properly. Finnida's offer to bridge the gap in technical assistance for the Container Terminal was received with gratitude. Unfortunately, the financing of several projects was running into problems due to unfavourable exchange rate changes and cost escalations. The Chairman expressed the wish to resolve the financing gaps for the Container Terminal and Berths 1-8 projects quickly and thanked the Government of the Netherlands for its rapid response to do so for the Grain Terminal project.

In conclusion the Chairman stressed the still outstanding parts of port development which have not been financed and are of vital importance to efficient functioning of the Port of Dar es Salaam. These parts are the Central Workshop, the Lighter Wharf, additional technical assistance and training, improvement of the Port Entrance Channel and Tug Dry Dock facilities. These issues were also mentioned in relation to the proposed mid-term review of the Port Development Project, an exercise which was being looked forward to with great interest.

08.30 ORIGINAL PROJECT DESCRIPTION WITH REVISED COST ESTIMATE

Mr. S.M.E. Luhigo, Director of Engineering and Technical Services THA, presented a description of the projects now in hand (reproduced as ATTACHMENT 2).

The Civil Works elements included in this group were:

- CW1: Conversion of 3 nos. general cargo berths (9, 10 and 11) to Container Terminal berths, the Ubungo Inland Container Depot conversion and Kurasini Warehouse (TAZARA cargo) relocation.
- CW2: Kurasini Oil Jetty. The extensive rehabilitation of this jetty was required as no new jetty would be constructed.
- CW3: Build Grain Terminal for 30,000 tonnes of storage capacity.
- CW4: Lighter wharf, with rehabilitation in the form of a new transit shed (already completed) and work still outstanding for surfacing and administration buildings.
- CW5: Rehabilitation of berths 1-8, involving layout modifications, considerable repaving and upgrading of services.

The Equipment elements of the Port Development Project included the following:

- E1: Two ship-to-shore gantry cranes, a rail-mounted gantry crane, five rubber-tyred gantry cranes and tractors/trailers for the Container Terminal.

- E2: Tractors, trailers and container handling trucks for Ubungo ICD.
- E3: Tractors, trailers, mobile cranes and forklifts for Berths 1-8 operations and Copper handling.
- E4: PABX-replacement of obsolete communication equipment and radios for security services.
- E5: Navigational aids to port and entrance channel.

The third main element in the port project is the provision of a large number of spare parts to improve low stocks.

The fourth element covers Consultancy Services for civil engineering design and for mechanical equipment, whereas the fifth element deals with Technical Assistance in various forms. These include identification and improvement of THA training (incl. Bandari College), provision of specialists for all port operations, preparation of manpower development plans and Management Information System development.

An update of project cost estimates reveals a figure of \$196,0m in total, with a financing deficit of \$16.3m.

A short review of abovementioned project elements shows that the importance of the Lighter Wharf rehabilitation is increasing as a result of the loss of one berth at a time when Berths 1-8 are being rehabilitated. The other project elements requiring additional support now and in the future are for instance extra general cargo equipment, spare parts and technical assistance programmes, communication equipment and dredging of the channel entrance.

08.30 PROJECTS OUTSIDE WORLD BANK COORDINATION

Following the previous speaker's review Mr. P. Mtandu, Principal Electrical Engineer THA, summed up those projects that THA sought finance for by other means and in support of ports of Tanga and Mtwara as well as Dar es Salaam (see also ATTACHMENT 3). Sources of funding obtained were identified as THA's forex earnings, CIDA (Canada), ODA (U.K) and Australia.

The works thus financed involved equipment and related goods, i.e. mobile cranes and forklift trucks (THA), phase II of an ongoing spare parts - and maintenance programme (CIDA), forklift trucks and mobile crane spare parts (ODA) and other port equipment yet to be detailed (Australia).

09.00 PROJECT INTENDED IN THE TRANSPORT SECTOR RECOVERY PROGRAMME

Mr. Luhiqo proceeded to examine the inland transport sector, of which Dar es Salaam is dependant for efficient results. The present lack of upgrading of the inland sector renders current port improvements ineffective, which

was already pointed out at last years donors conference. An integrated approach is therefore required at national level. The Recovery Programme Conference of December 1987 dealt with this requirement, but commitments to cover demand wholly were not made.

Previously stated THA-requirements in the PTSR Documents were revised at this conference to produce an accurate figure of \$18.5m instead. (See ATTACHMENT 4).

9.15 **DISCUSSION OF THE THREE PAPERS PRESENTED, chaired by Mr. Janquo, General Manager THA**

Mr. Brisman (SIDA) requested clarification of the \$0.8m figure for technical assistance to the Central Workshop, an important activity for which the funding seemed at a low level.

Mr. Luhigo replied the buildup of this figure would be given later and that this figure was for initial funding purposes only. The full T.A. demand was yet to be worked out and cost estimates established accordingly.

9.20 **INTERMISSION ON MAIN FRAME COMPUTER**

Mr. Janquo drew the delegate's attention to the present lack of central computing capacity within THA, caused by a major breakdown and shortage of spare parts for the now outdated mainframe. Since all THA accounting is principally based on electronic data processing external services were now necessary as an intermediate solution. A summary of the requirements for a replacement system is given in ATTACHMENT 5 and the hope was expressed that this replacement would receive the donor's support.

9.30 **COFFEE/TEA**

9.55 **CIVIL WORKS PROGRESS**

The present state of development of the main civil works was outlined by Mr. S. Karlsson, Principal Civil Engineer of the Project Coordination Unit THA, using the bar chart of Progress Report no.IV of 1987 (ATTACHMENT 6).

Summarising the projects, activities could be noted on virtually all of the 15 main projects listed on the chart. No activity could be reported on Lighter and Belgian Wharf projects since these are without a financier. The other project which was seemingly inactive is Bandari College, but here the preliminary work prior to refurbishment and technical assistance had not been shown on the chart.

Progress in general was satisfactory, but on the financial side it was noted that for the Berths 1-8 rehabilitation shortfalls existed of SEK 5M for technical assistance and detailed design, and of SEK 48M for the civil works.

10.05 EQUIPMENT PROGRESS

Since the author of the paper, Mr. B. Wolf (Senior Mechanical Engineer, PCU), was ill Mr. Mtandu took his place in presenting the paper, which is included here as ATTACHMENT 7.

Finnida-funded equipment had almost all been delivered and commissioning of cranes was expected shortly so that training could commence. All SIDA-supplied equipment was now operative. The Pilot Satellite Workshop had reached the operational stage and technical assistance was being provided. The Danish-funded cranes were installed and being commissioned. The Italian assistance of \$ 3.8 M had now reached the tender evaluation stage by THA, with forwarding to the World Bank expected mid-February.

10.10 PROGRESS ON TECHNICAL ASSISTANCE AND TRAINING, presented by three speakers

Mr. Mtandu elaborated on the equipment-related training programmes, of which the tractor/trailer part was now complete. The training set-up for ship-to-shore and raimounted gantry cranes was being finalised. Since commissioning of the 5 rubber-tyred gantry cranes had been delayed, this affected the training accordingly. However, the pilot workshop and maintenance programmes were running.

Spare-parts warehousing was giving problems on storage, thus putting back commencement of training.

Mr. Karlsson commented on the state of affairs regarding operations-related technical assistance. The IDA-package for container terminal operations was delayed, but temporary technical assistance was now being given (Mennell, de Groot) and the prequalification was in progress, leading to a shortlist by end of February 1988. Phase 1 - technical assistance for Berths 1-8 had been completed. The second phase of SEK 15M was being reviewed, the option of consultancy-continuation was not used. Further action on this point was pending.

Mr. Luhiqo added some remarks on technical assistance for maintenance of equipment, presently taken care of by Mr. de Groot. Initially he was seconded by Belgium to THA, but later was financed out of the IDA-package. The money supply from IDA was however such that it would be very much appreciated if Belgium could reconsider and offer financial support for the remainder.

10.20 DISCUSSION OF PROGRESS PAPERS

Mr. Moensted (DANIDA) wanted to know if THA had taken any steps to realise a spare-parts management system.

Mr. Luhiqo replied that this has been receiving attention from CIDA for sometime and that a start had been made, but that the system was not properly worked out and the manpower was insufficient for implementation. Some storage space is being provided by making part of a shed to purpose.

2. Mr. Moensted continued with the remark that the construction time for the Central Workshop was not given on the bar chart and he queried whether this was a drawing error or that the funds were not available.

Mr. Luhigo reported that the main structure had been constructed but that additional work for completion lacked funding since this was not part of the Swedish/Norwegian funding. The financial gap is relatively small.

The existing spare-parts system was not working properly and needed improvement.

Mr. Janquo added that CIDA assistance was related to their equipment and that in the near future a shortfall would emerge. He enquired whether another donor would be available to take over.

3. Mr. Sotamaa (FINNIDA) showed concern about the delay in Technical Assistance for the IDA-package and pointed out their proposal to bridge the gap until the T.A. was properly arranged. He informed whether the financing had been secured from IDA yet.

Mr. Luhigo stated that most of the consultants applications for the technical assistance had been received. Prequalification results and terms of reference (already discussed with the World Bank) would be submitted by the end of February.

Mr. Karlsson estimated that the World Bank would require 3-4 weeks after THA to examine the documents.

Mr. Janquo requested Finnida to sustain their support until April when the progress reports will be available from THA and the position would be clearer.

4. Mr. Lerborg (DANIDA) was concerned about the software side of training programmes, as opposed to the hardware side (equipment, etc) which caused no concern. Were enough people available to be trained and was there sufficient backup?

Mr. Luhigo pointed out that two elements were involved: training for maintenance and for container operations. The former was better developed and Finnida had been requested to help out on the latter. The maintenance key personnel had been appointed and training had commenced, also with aid of Finnida. Key staff for container operations had been appointed and some were presently following training overseas.

Mr. Janquo commented that THA was satisfied with the present rate of progress.

As far as the conference programme was concerned it was decided to continue with the presentation of papers.

10.35 MID-TERM PROJECT REVIEW

Mr. Luhigo set out the position of Dar es Salaam with respect to the other ports in Tanzania and the East African region as the basis for a mid-term review, which seemed very appropriate at this instant. The competitiveness of the port of Dar es Salaam would have to be the main criterium in this review. For further details reference was made to the handout, reproduced here as ATTACHMENT 8.

FINNIDA and SIDA had submitted proposals for review criteria and NORAD would be reporting seperately to the World Bank.

10.45 DISCUSSION ON REVIEW PAPER

Mr. Janquo requested the delegates to comment on the proposed review structure, its criteria, the timing and the composition of the review committee.

Mr. Sotamaa replied that their proposal had been directed to the World Bank and that the Norwegians would report to the World Bank separately since they had been informed late.

Mr. Moensted stated that it was difficult to comment immediately since the handout could not be scrutinised directly. He pleaded for comments to be made after everyone had read the handout.

Mr. Janquo then invited all those who wanted to comment to do so in writing later so that THA could prepare its submission to the World Bank.

10.55 CLOSE OF CONFERENCE

The Chairman of the meeting, Mr. Janquo, thanked all delegates for their attendance, especially in view of the short notice of the meeting's occurrence. He expressed his hope for continued assistance from the donor community and looked forward to reactions to THA's requests.

The level of discussions could be seen as an indication of agreement and understanding with the presented information.

The Chairman then closed the conference meeting officially.

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DAR ES SALAAM PORT DEVELOPMENT
DONORS CONFERENCE NO 4

THA CHAIRMAN'S OPENING SPEECH

Your Excellencies,

Ladies and Gentlemen,

I am delighted to welcome you to this 4th Donors Conference which gives us all an opportunity to renew progress and therefore for us in the THA this forum is of great value. We thank you all for the time you have spared for us.

Although I took over the Chairmanship of the THA in August last year I have been associated with the port industry from the days of East African Railways and Harbours when I served as a member of the Advisory Board. My association continued as a member of the Board of Directors of the East African Harbours Corporation from the time it was formed until its demise. In those days only two donors namely IBRD and Canada participated in the last Port Development project which consisted of construction of three deep water berths, some limited rehabilitation of lighter wharfs in Dar es Salaam and Tanga and acquisition of floating craft and shore handling equipment. Today joining the World Bank and the Governments of Canada, Denmark, Finland, Italy, the Netherlands, Norway, Sweden and the United Kingdom whose total commitment comes to US\$ 150 million - the cost which during 1985 and 1992 will cover provision of container handling facilities, a grain handling terminal, rehabilitated general cargo and oil handling facilities, technical assistance and improved training facilities. This programme we are happy to note will increase Dar es Salaam Port's cargo handling capacity from 2.5 to 4 million tons a year to cater the requirements of not only our Republic but of Zambia, Malawi, Rwanda, Burundi, Zaire and Uganda. The projects therefore are of strategic significance to Southern African States who are engaged in fighting the apartheid. President Kaunda during his recent visit to the Port emphasized the needs of the frontline states' cargo movement and has asked us to augment our facilities to cater their requirement. THA is fully committed to play its role in this field.

The Container terminal conversion which was to have been completed in November last is now scheduled for completion in August this year. Also the Kurasini Oil Jetty Phase II which commenced in February last year is due for completion in October 1988. Since you last met the Contract for rehabilitation of Berths 1-8 under Swedish and Norwegian co-financing was signed with a Swedish and Norwegian Consortium, SKANSKA/NOREMCO J.V. Three Contracts for construction of the grain terminal, under Netherlands assistance, were also entered into and works have already commenced.

I gather during the previous meeting, a major concern of THA and all Donors was the delay in the Bandari College Project component. I am pleased to inform you that design work for rehabilitation of Bandari College Buildings did commence last year and ILD entered into an agreement with the Tanzania Government for upgrading of training at the College.

Delivery of equipment continued well. Most of the container transfer equipment has arrived. The ship to shore as well as the Rail Mounted Gantry at the container rail loading terminal are awaiting commissioning. Delivery and erection of rubber tyred gantries has also progressed well.

Technical Assistance has not progressed as well as it could have as the World Bank financed package has not let as yet. A short list, together with the final draft of the Terms of Reference will be submitted to the World Bank this month.

Here I wish to pay special tribute to FINNIDA who, sharing our concern over the urgency of technical assistance for the start up of the Container Terminal, have offered assistance for the stop gap until Technical Assistance under World Bank has materialised.

Training for operating and maintenance staff, particularly for the transfer equipment, has progressed very well. Training for the gantry cranes will be commencing shortly.

The leader of the Project Coordination Unit, Mr Ian Donald, completed his term and Mr Sture Karlsson took over from him. The Unit was also joined by Mr Karel Braat under Netherlands assistance and the UK is in the process of appointing an officer to the Unit to fill the gap created as a result of Mr. Donald's departure.

During the last meeting you were informed that the Government had allowed THA 50 per cent retention of its foreign earnings for acquisition of spare parts and equipment. Since then THA has made attempts to acquire some shore handling equipment and floating craft for the Ports of Dar es Salaam, Tanga and Mtwara. Some items under this arrangement have begun to arrive.

Furthermore under the Economic Recovery Programme general cargo handling equipment is being acquired under United Kingdom's import support with which also some existing equipment will be rehabilitated.

During this period we have also hit financial snags some of which have been resolved. Yet others remain worryingly unresolved.

The IDA credit allocation to the Container Terminal civil works has become inadequate due to unfavourable exchange rate relationship between the SDR, the currency of the credit, and the Yen, the currency of spending. As a result the contractor is worried to the extent of being apprehensive of continuing working. The Government of Tanzania has sought the assistance of the World Bank in bridging the gap and the Bank is co-ordinating a remedy and we hope that the Bank will mobilise the necessary resources before it is too late.

The Rehabilitation of Berths 1-8 fell short of SEK 45-50 million mainly because of a higher forex component requirement as well as a rise in cost due to a delay in implementation. The issue is being discussed with Sweden and Norway. There are hopes that additional funds may be available to cover the shortfall. Again timely availability of the funds is crucial.

The evil wind of deficits was respecter of no project, it also blew over the Grain Terminal project inflicting a deficit of Dfl. 10 million.

And here, Ladies and Gentlemen, I wish to commend the Netherlands Government and convey to them our appreciation and admiration for their understanding for the speed in remedying the situation by immediately plugging the gap. On behalf of THA I wish to state that we are immensely grateful to our friends in the Hague.

I wish also to accord THA's thanks to the Government of Norway who have appreciated even further the role of the Port of Dar es Salaam in Southern Africa and have therefore considered increasing their contribution.

The list would be incomplete without inclusion of Finland who has generously agreed to increase technical assistance on container equipment maintenance as well as providing interim technical assistance for the start up of the container operations at the terminals.

As we all know the speed at which the Southern African Region will develop depends on, among other things, the availability of competitive options from which services and resources can be procured. This applies also to port services. The aim therefore should be to make all ports in the SADCC region such that all the necessary factors such as facilities, systems and human resources are available to enable their competitiveness to be determined only by how well they are managed.

I have looked at the Dar es Salaam Port Project as it stands and I fear there are things which still require urgent attention if the Port of Dar es Salaam is to develop the efficiency required to handle the expected traffic. These for the Port of Dar es Salaam, if one is not to mention again the deficit on the Container Terminal Contract, are the Central Workshops, the Lighter Wharf and additional Technical Assistance and Training. These I understand have been brought to the attention of the Donor Community at the Transport Sector Recovery Programme Donors Conference held at Arusha on 14th and 15th December 1988.

Although the above were included in the recovery programme no firm commitment to finance these has been obtained. Your Excellencies, you will later have opportunity to go over this issue again and I hope some concrete ideas will emerge.

There are issues which also need solving in the near future if the competitiveness of the Port of Dar es Salaam is to be enhanced. For it will not do if the Shipping Lines cannot bring in larger ships to a very modern and efficient container terminal simply because the ships cannot navigate through the restricted channel. Neither will it do if ships cannot be brought into the harbour because berthing tugs cannot be properly maintained due to inadequate dry-docking facilities. Neither will it do for Zambia and Tanzania if crude oil cannot be off loaded because life expired facilities have not been replaced.

These and other areas likely to hamper the efficiency and eventually the competitiveness of this port need to be carefully examined and solutions at least planned.

I am glad to learn that the Donor Community is eager to conduct a mid term review exercise. I urge that the above issues should not escape such a review.

Ladies and Gentlemen help us to be competitive and we will help the Southern African to progress at the highest pace he chooses.

Thank you again and we eagerly look forward to rewarding discussions.

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TANZANIA HARBOURS AUTHORITY
DAR ES SALAAM PORT DEVELOPMENT
PROJECT DESCRIPTION

1. The Civil work elements of the Project are:

1.1 The Development of Container Handling Facilities

(a) Berths 9, 10 and 11

The existing general cargo berths 10 and 11 will be converted to a Container Terminal which will include modifications to rail tracks, dismantling the transit shed, foundations for container handling gantries on berths and yards, container rail terminal, maintenance workshops, buildings, paved areas, roads and services. The yard area behind berth 9 will be repaved to enable it handle containers more efficiently. Instead of diverting the existing Copper Depot Road by constructing an access road behind berths 9,10 and 11 as originally proposed the road joining the dockyard to the Port Access Road will be completed and the junctions into and out of the Port Access Road improved.

(b) Conversion of Ubungu Transshipment Depot to an Inland Container Depot

The existing depot for transit storage of general cargo is to be converted to an Inland Container Depot. This will involve rehabilitation of the transit shed and reconstruction of 12,000 square metres of paving suitable for container operations.

(c) Kurasini Warehousing

In order to reduce dwell time of cargo in the port it was recommended that warehousing related to the two railways should be developed outside the port. Such depot for TAZARA bound cargo was to be developed in Kurasini.

When the method of provision of a container terminal changed into converting Berths 9-11 instead of constructing Berths 12 and 13 it became necessary to dismantle Transit Shed 10/11 which was hardly seven years old. Instead of building a new warehouse at Kurasini it was decided to resite Transit 10/11 to this site.

Although originally the facility was intended for break bulk cargo it has now become evident that it will also be required as an inland container depot for port to port containerised cargo.

Apart from the civil works equipment for transferring cargo between the port and the warehouse as well as for handling the cargo within the depot will be required.

1.2 Rehabilitation of Kurasini Oil Jetty

The scale of maintenance on this facility was grossly reduced on the assumption that it would be demolished to give way to new berths 12 and 13 and replaced by a new jetty. When it was decided to convert berth 10 and 11 instead of constructing two new berths and that a new jetty would not be constructed it was necessary to carry out major rehabilitation on the structure as well as installing new fire fighting systems, replacing corroded pipelines and fittings and installation of a new VHF communication system.

1.3 Construction of a Bulk Grain Terminal

The Bulk Grain facilities will comprise of grabs and hoppers for offloading from ships at berth 4 using existing cranes. Transportation of the grain from the quay to the sites will be by dump trucks. There will be concrete silos for storing up to 30,000 tonnes of grain. Bagging facilities will also be provided.

1.4 Rehabilitation of the Lighter Wharf

A transit shed will be constructed and new yards, roads, services, and buildings will be constructed, existing transit sheds will be rehabilitated.

1.5 Rehabilitation of berths 1 - 8

A new modified layout of yards, roads and rail tracks will be adopted in conformity with new improved cargo handling systems. Warehouses will be rehabilitated, roads and yards behind berths 1 - 8 repaved, and services rehabilitated including the power distribution system.

2. The Equipment for the project will include:-

2.1 At the Container Terminal

- (a) Two ship to shore container gantry cranes (35.6 Tonnes under spreader).
- (b) One rail mounted gantry crane for transfer of containers to rail wagons (35.6 Tonnes under spreader).
- (c) Five rubber tyred (and a sixth if found necessary) for stacking containers in the yards (25 Tonnes under spreader).
- (d) Tractor and trailers for container handling.

2.2 For Ubungo Inland Container Depot (Ubungo ICD)

- (a) Tractor and Trailers for transfer of containers between the container terminal and Ubungo ICD.
- (b) Top lift trucks for handling Containers.

- (c) Tractor/Trailers for handling containers.
- (d) Forklift trucks for stuffing and unstuffing containers.

2.3 For Berths 1 - 8

(a) Copper Transfer between Copper Depot and Port

Terminal Tractors and Trailers

Mobile Cranes

Forklift trucks

(b) Container Handling at Berths 1 - 8

Top lifts trucks

Tower Mobile Crane

Terminal Tractors and Trailers

(c) General Cargo

Terminal tractors and trailers

Forklift trucks

Mobile Cranes

2.4 Communications Equipment

(a) PABX to replace existing obsolete unit.

(b) Radio telephones for security services.

2.5 Navigational Aids

Navigational aids in the entrance channel and port to enable movement of vessels at night.

3. The Spare Parts element of the project will consist of spare parts to rehabilitate existing equipment which is inoperative because of lack of spare parts. Use of the spare parts would be after studies for rehabilitation have been carried out.
4. The Consultancy Services element will provide for a consulting engineer who will carry out detailed design of the various civil engineering components and for site supervision of the construction work. It would also provide consultancy services for the mechanical handling equipment.
5. The Technical Assistance element will:-
 - (a) identify training needs in various departments of THA;
 - (b) improve training capabilities at Sandari College by:

- (i) providing books, audio-visual aids, training equipment especially for workshops;
- (ii) provide training specialists to identify training needs, develop, organise and start up courses and train the College Instructors;
- (c) provide specialists to assist in the start up of the new container handling operations;
- (d) provide specialists to assist in the start up of new container handling workshops;
- (e) provide specialists to assist in the management and maintenance systems development of existing workshops;
- (f) provide specialist to assist in implementation of equipment revival programme;
- (g) provide specialists to assist in the introduction of new general cargo handling systems;
- (h) provide specialists to assist in the introduction of new general cargo handling and cargo security systems;
- (i) preparation of a manpower development plan;
- (j) development of Management Information Systems;
- (k) provide specialist to develop THA's capabilities in operating and maintaining the Kurasinı Oil Jetty including safety and security;
- (l) provide specialist to assist in the start up of operation and maintenance of the grain handling facilities;
- (m) provide a specialist to assist in the upgrading of THA's civil works maintenance capabilities, and
- (n) provide specialist to assist THA improve its material handling capabilities.

6. CONCLUSION

- 6.1 The project as presently described above takes into consideration most of the activities required to achieve the objectives given above. The financing plan however does not enable to provide adequately for each of these activities, in particular general cargo handling equipment at berths 1 - 9, most of which needs replacing, and technical assistance.
- 6.2 The opening of the container terminal will attract bigger cellular vessels which will not be able to get into the port until the entrance channel has been improved. The entrance channel element was deferred to a future date.

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TANZANIA HARBOURS AUTHORITY
DAR ES SALAAM PORT DEVELOPMENT
PROJECT FINANCING PLAN, 4/2,1988

FIGURES IN US \$

PROJECT COMPONENT	COST		COMMITTED FINANCING											TOTAL	DEFICIT		
	ESTIMATES		CIDA	DAIDA	FINNIDA	IDA	ITALY	NETHERLANDS	NORAD	ODA	SIDA	T-PA	OTHERS				
A. CIVIL WORKS																	
:1.1 KURASINI OIL JETTY	5.6								4.6			1				5.6	
:1.2 LIGHTER WHARF	5.2					0.2						5				5.2	
:1.3 CONTAINER TERMINAL AND URUNGO DEPOT, WORKSHOP EQUIPMENT	40.5					25.5							7			32.5	8
:1.4 GRAIN TERMINAL	27.1							23.1				4				27.1	
:1.5 BERTHS 1-8	36.8								7		14.5	9				30.5	8.3
:1.6 BANDARI COLLEGE	1.5								1.5							1.5	
B. EQUIPMENT																	
:1.1 SHIP TO SHORE GANTRY CRANES	13			13												13	
:1.2 RAIL MOUNTED GANTRY CRANE	3.7			3.7												3.7	
:1.3 RUBBER TYRED GANTRY CRANES	5.7				5.7											5.7	
:1.4 TERMINAL EQUIPMENT	5.1				5.1											5.1	
:1.5 TRANSFER EQUIPMENT	1.8				1.8											1.8	
:1.6 URUNGO EQUIPMENT	2.2				2.2											2.2	
:1.7 COPPER HANDLING EQUIPMENT	2.5											2.5				2.5	
:1.8 OTHER EQUIPMENT	10.1						3.8			1.8		0.9	3.6			10.1	
C. TECHNICAL ASSISTANCE																	
:1.1 CONTAINER TERMINAL	8.3				6.1	2.2										8.3	
:1.2 BERTHS 1-8	2.8										2.8					2.8	
:1.3 GRAIN TERMINAL	0.4							0.4								0.4	
:1.4 KURASINI OIL JETTY																	
:1.5 BANDARI COLLEGE	3					0.8			2.2							3	
D. SPARE PARTS																	
:1.1 SPARE PARTS	6.1	1.3			2.2	2.6										6.1	
:1.2 CONTINGENCIES	1.9				1.9											1.9	
E. CONSULTANCY SERVICES																	
:1.1 CIVIL WORKS & EQUIPMENT	9.5					4.6					3.9	1				9.5	
:1.2 OTHERS																	
F. PROJECT COORDINATION																	
:1.1 PROJECT COORDINATION	1.2				0.2			0.2		0.4	0.4					1.2	
TOTAL	196	1.3	16.7	25.2	35.9	3.8	23.7	15.3	2.2	25	30.6				179.7	16.3	

TANZANIA HARBOURS AUTHORITYDAR ES SALAAM PORT DEVELOPMENT PROJECTDONORS PROGRESS REVIEW CONFERENCE : 4TH FEBRUARY, 1988ADDITIONAL WORKS OUTSIDE WORLD BANK CO-ORDINATION1.0 INTRODUCTION

- 1.1 The Tanzania Harbours Authority's current development programme seeks, inter alia, to provide for improvements and rehabilitation of the Ports of Dar es Salaam, Tanga and Mtwara. Against this background T.H.A. has reassessed requirements which include port infrastructure, operational equipment and floating craft, maintenance facilities and other ancillary requirements yet to be funded.
- 1.2 To meet these requirements THA has solicited further financing, above the World Bank Co-ordinated programme for the Dar es Salaam Port Project, to enable its main ports of Dar es Salaam, Tanga and Mtwara acquire urgently required additional equipment and to rehabilitate serviceable units.
- 1.3 Financing obtained for the additional works falls into the following two categories:-
 - (a) T.H.A.'s own funding through her External Account forex earnings.
 - (b) Donor financing.

2.0 ADDITIONAL WORKS

- 2.1 Under category (a) in 1.3 above T.H.A. has through suppliers' credit arrangements obtained the following supply contracts:
 - (a) In August, 1987 supply of 8 No. Mobile Cranes (6 No. 6 Ton and 2 No. 15 Ton) out of which 4 No. 6 Ton are for Dar es Salaam Port. Financial value is £520,920 paid over a period of six months.
 - (b) In December, 1987 supply of 51 No. forklift trucks (various sizes) out of which 40 are for Dar es Salaam Port. The credit value is U.S.\$2.88 running over a twelve month period.

The procurement status of these items is given below in the Project Progress section.

2.2 Under category (b) in 1.3 above THA has been a beneficiary to the following programmes:-

(a) CIDA - Tanzania/Canada Spare Parts Project:

As reported in the previous similar donor meetings this programme is a grant/import support to THA for the purchase of spare parts, provision workshop equipment, and technical assistance in mechanical maintenance and supplies procedures. The TCSPF has already completed its Phase I, a five year period from 1982 to 1987. We are now in Phase II of the project which runs from 1988 to 1992. The current fiscal CIDA budget fund for the period 1.10.87 - 31.3.88 for THA is CDN 325,000.

(b) ODA Grant/import support to THA

Under the ODA current assistance programme to Tanzania THA has been granted an import support for purchase equipment up to the value of £1,000,000. A total of 42 No. forklift trucks (various sizes) and spare parts for rehabilitation of 12 No. Mobile Cranes (10 Ton) has been indented. The stage of procurement of these items is indicated below in the equipment progress report section. The first component of the grant was given in November, 1987 and the whole amount of the grant shall have been disbursed by 31.3.88.

(c) Assistance from the Government of Australia

The Government of Australia has made available to Tanzania Australian Dollars 4.0 Million to assist in purchase of port equipment under the Port Rehabilitation/Development Programme. Details of the equipment procurement are currently being worked out.

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1. INTRODUCTION

- 1.1 This paper has been prepared in order to present the case of the Tanzania Harbours Authority (THA) at the Donors Conference in Arusha on 14th and 15th December, 1987, to discuss the Recovery Programme for the Transport Sector in Tanzania.
- 1.2 The World Bank and the Ministry for Communications and Works are the main instigators of the Conference and the basis for the proceedings and discussions is the Document "Programme For Transport Sector Recovery", dated December 1987.
- 1.3 In this Document are identified what are considered to be omissions from current development programmes which are considered of sufficient urgency and importance to be included in a crash programme of additional aid. While the Bank has indicated its readiness to contribute to this aid package it has made it clear that multi-donor finance is required and donor support for this is best canvassed at a special conference.
- 1.4 In this paper THA's comments on the Bank's treatment of the Port Sector are given and proposals are made for modifications to the THA element of the Economy Recovery Programme as outlined in the Document.
- 1.5 In order to give a better appreciation of the arguments presented in this paper a summary is given below of the main current development projects of THA.

2. DEVELOPMENT PROJECTS

- 2.1 All the main projects are currently at Dar es Salaam. Below these are summarised with sufficient detail to indicate omissions or shortfalls in funding which might reduce the effectiveness of the projects.

(i) Conversion of Berths 9, 10 and 11 to a Container Terminal together with the construction of Ubungo ICD and the Kurasini Depot

The Contract for conversion of Berths 9, 10 and 11 into a Container Terminal together with the development of an ICD at Ubungo and a warehousing depot at Kurasini was let to the Kajima/Mitsui Consortium of Japan in 1985.

The International Development Agency (IDA) of the World Bank is funding the project as part of its current loan. Owing principally to the unfavourable change in the exchange rate between the SDR and the Japanese Yen there is now a deficit in the funding available to complete this project which if not corrected urgently will lead to a halt in the project which is now about 75% complete.

(ii) Rehabilitation of Berths 1-8

The Contract for rehabilitation of berths 1-8 was awarded to the Swedish/Norwegian Joint Venture SKANSKA/NOREMCO in December 1987.

Construction period 42 months with effect from 1st February 1987.

The project, mainly consisting of civil/electrical works (new

paving of roads and storage areas, dividing of sheds etc) is financed by Sweden and Norway.

Available funds are 124,2 Million Swedish Kronor.

There is a shortage of funds of approximately 45-50 Million Swedish Kronor to complete the entire programme.

Sweden has been approached to bridge the deficit and discussions are to be held in the beginning of 1988 to secure additional funds.

(iii) Grain Terminal

The Grain Terminal is financed by Government of Netherlands.

Estimated investment cost 44,8 Million Dutch Florines.

Contracts for civil, electrical and mechanical works were awarded in the beginning of December 1987.

Construction period 21 months with effect from 1st January 1988.

(iv) Rehabilitation of the Lighter Wharf

The new transit shed was handed over to THA on 30th June 1987.

Tender documents for phase II - paving and services - are prepared in order to obtain competitive tenders from competent international contractors.

(v) Rehabilitation of Kurasini Oil Jetty

Phase I of this project - financed by Norway - was completed in May 1986.

Phase II commenced in February 1987, construction period 490 days.

Estimated final Contract Sum is approximately 30 Million Norwegian Kroner.

(vi) Equipment

DANIDA and FINNIDA are financing the Container handling equipment for the new Container Terminal in the port and the inland depot at Ubungo.

SIDA has financed the new equipment obtained for Copper handling and some equipment for General Cargo handling.

The Italian Government is supporting a package covering miscellaneous new port equipment

The UK Government (ODA) is funding the provision of additional fork lift trucks for all ports.

(vii) Bandari College

NORAD (with the cooperation of ILO) is funding refurbishment of the buildings and technical assistance for improving the services of the training college.

IDA is financing the provision of new equipment.

3. COMMENTS ON DOCUMENTS TREATMENT PORTS SECTOR

3.1 The basis for THA's comments is Chapter V of the Technical Working Papers in which the appraisal of the Port's Sector is given in more detail.

Present Port Capacity (5.02)

- 3.2 The present port capacity is reflected by current (1986) level of throughput, i.e. 1.7 million tonnes of which about 0.45 million tonnes was containerised. As the container terminal is developing the container capacity is being marginally increased but a major improvement will not be shown until the Container Terminal is completed.

Capacity of Container Terminal when completed (5.03)

- 3.3 The capacity of the terminal is more likely to be dictated by the fluidity of movements on shore rather than the performance at the ship/shore interface. For this reason we consider that the capacity of the container terminal is overstated. Our own current estimate is based on assumptions about terminal storage capacity and container dwell time. Although in theory the transit time of containers through the terminal can be reduced to much lower values than obtain today (i.e. less than 10 days instead of more than 30 days averaged over all containers) the factors which influence this are largely outside THA's direct control, i.e.

- inland transportation
- documentation
- customs procedures
- off-port storage

Capacity of General Cargo Berths (5.04 and 5.05)

- 3.4 While it is considered that the capacity of the Container Terminal may have been overstated it is THA's view that the capacity of the general cargo berths, 1-8, may have been undervalued. The reason is probably the low average gang performance. This is a figure which may be appropriate to general break bulk cargo worked across out of date facilities. It is not valid for modernised berths in which a reasonable proportion of the cargo will be in bulk or homogenous form (e.g. grain and fertilizers). An average throughput of 200,000t to 250,000t annual throughput per berth may be more appropriate to these berths, i.e. a total throughput of 1.6 to 2.0 million tonnes per annum. The capacity of the 11 deep water berths would then be 3.0 to 3.5 million tonnes (and up to 4.0 million tonnes if the Lighter Wharf is made fully operational).

Container Terminal Equipment (5.07)

- 3.5 Equipment being provided for the Container Terminal under present contracts is correctly stated. This equipment is not likely to sustain container throughput of more than about 80,000 TEU in the early years of operation, although with acquired proficiency it might in due course be extended to about 100,000 TEU. However, this would presuppose a low downtime factor for equipment.
- 3.6 It is more than likely that the container traffic growth will demand the procurement of additional container handling equipment on both the port terminal and the THA depots (at

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Ubungo and Kurasini).

- 3.7 When the traffic exceeds about 100.000 TEU per annum (now forecast to be around 1991/92 there will be pressure to have a 3rd ship-to-shore crane. Additional RTG's will probably be needed by 1990 or very soon after. Depending on the proportion of rail traffic a second rail mounted gantry crane may be required in the Rail Container Terminal. Additional transfer vehicles and fork lift trucks will also be needed and some replacements for the initial provisions will become due in the early 1990's.
- 3.8 In the short, and even medium terms, THA considers it prudent not to assume that the average container dwell time can be reduced below about 20 days. The Terminal capacity should not, therefore, be considered to be more than about 75.000 TEU (or 0,75 million tonnes) for some years ahead unless the physical storage space is increased. This level of traffic is expected to be reached around 1990. It is important, therefore, that further development of the container terminal is implemented by this time (i.e. during the next two years).
- 3.9 It is relevant to note here that the 1982 Berths 9, 10 and 11 Study on which the present World Bank Loan was based recommended that Phase 3 of the project (the present loan covers Phase 1 and part of Phase 2) should be undertaken by 1990. It is also relevant to draw attention to the container traffic which is closely following the 1982 central forecast in total. See fig 1.

Technical Assistance and Training for New Equipment (5.08)

- 3.10 It is generally true that the technical assistance and training for new equipment being provided under the current port development programme is covered by various donors funding the equipment. However, some gaps have been identified (e.g. with the Kone ship-to-shore container gantry cranes) but arrangements are already being made for dealing with these.

Workshop Facilities for Equipment Maintenance (5.09)

- 3.11 The Bank has correctly identified a deficiency in the present development projects in respect of the Central Workshop. The additional funding required for the Central Workshop and the proposed new Satellite Workshops can, however, only be regarded as provisional as these matters are still under discussion. The intention is to set up a pilot Satellite Workshop and the experience of running this will decide whether to proceed with further similar or modified facilities.
- 3.12 The amount of money which the Bank has indicated for Technical Assistance for the Central Workshop will not be sufficient to meet the identified requirement at the February 1987 Donors Project Review Meeting. It is estimated that an additional US \$ 0.4 million will be required.

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Rehabilitation of Existing Equipment (5.10)

- 3.13 A study was carried out in 1984 on the feasibility of rehabilitating cargo handling equipment. This study concluded that:
- (i) no equipment more than 10 years old should be considered suitable for rehabilitation
 - (ii) mobile equipment to be rehabilitated should include 60 Hyster fork lift trucks, 4 Hyster container handling trucks and 11 Jones Mobile Cranes.
- 3.14 All the 60 Hyster fork lift trucks in this programme were acquired in 1977 and are now, therefore, more than 10 years old. Therefore the rehabilitation programme may need to be reviewed.
- 3.15 Refurbishing of the Jones Cranes is currently under discussion with British ODA.

Operational Strategy (5.11)

- 3.16 The strategy outlined by the Bank is good but its effective implementation may take longer than expected. The problems of documentation have still to be solved for transit cargoes. Dwell time in the port may still be high even if wagon availability is improved. There is still no sign of efficient container services to be introduced on either railway system in the near future.

Warehousing of General Cargo (5.12 and 5.13)

- 3.17 THA agrees with a policy of providing warehousing outside the port and to use port storage for fast moving transit cargo only. In addition to depots or cargo centres belonging to landlocked countries (e.g. Zambia and Malawi) port users and institutions like the railway authorities are urged to provide their own facilities outside the port for both general cargo and containers. Particular useful would be off-port empty container storage facilities.

Lighter Wharf (5.14 and 5.15)

- 3.18 Although the justification for including the rehabilitation of the Lighter Wharf in the World Bank Loan was made on the basis of it providing additional port capacity during the redevelopment of Berths 9, 10 and 11 it should not now be regarded as an unnecessary project.
- 3.19 The programme for the rehabilitation of Berths 1 to 8 will take place starting within the next year and extending over about 4 years. The urgent completion of the Lighter Wharf is, therefore, required to cover berths which are taken out of commission during this period.
- 3.20 The role of the Lighter Wharf has been seen in recent years to be that of a safety valve to accommodate periods of excess

traffic to avoid port congestion. The continuing uncertainty about additional transit traffic diverted from the frontline states makes this role even more important to the region.

Port of Tanga (5.16)

- 3.21 The Bank has seen fit to propose the inclusion of the cost of urgent repairs to the lighter quay and to the fertilizer jetty in the Recovery Programme. The cost of urgent improvements are, however, omitted, the argument being that a proper feasibility study needs to be undertaken before this work can be covered. THA believes that this programme will mean that severe problems continue at Tanga for a number of years, particularly with regard to the handling of container traffic. As most of Tanzania's coffee exports go through Tanga, the effect on Tanzania economy could be serious.
- 3.22 The West German Government has shown an interest in funding improvements to this coffee export corridor and is reported to be arranging a study. THA, however, has no confirmation that this study will take place or whether it will lead to essential improvements.

4. PROPOSED AMENDMENTS TO THE RECOVERY PROGRAMME FOR THE PORT SECTOR

Container Terminal and ICDs

- 4.1 The completion of Berths 9, 10 and 11 Container Terminal, associated depots and Dockyard Access Road is essential to the effectiveness of this project. The approximate shortfall in funding of US \$ 8 million must be found as a matter of urgency if this work is not to be halted. If it is delayed the deficiency in funding will be even greater.
- 4.2 The present development of Berths 9, 10 and 11 was expected to be followed by another phase of development before 1990. Growth of container traffic is expected to exceed the capacity of the new terminal before this date. In the absence of the next phase of development it will be essential to provide some additional capacity within the scope of current project. This can most readily be done by carrying some additional paving including another container block stack.
- 4.3 One of the technical deficiencies of the new Container Terminal is now considered to be the quay fendering. Improvements to this are recommended to safeguard the major investment in Ship-to-Shore container gantry cranes. The engineering analysis has not been carried out but a preliminary allowance of US \$ 0.7 million is advised.

Rehabilitation of Lighter Wharf

- 4.4 The rehabilitation of the Lighter Wharf is only partially completed. Without the pavings and services the project is rendered useless and new equipment is needed to make it operationally viable. Completion of this facility in time to benefit the port during the redevelopment of Berths 1-8 considered to be of vital importance. The foreign currency element of the civil works is about US \$ 1.2 million and for a

minimum requirement of floating craft (lighters and tugs) US \$ 3.3 million would be required.

Navigational Aids for the Port

- 4.5 Navigational aids for Dar es Salaam Port were originally included in the Italian aid package together with other port equipment. The scope of this aid has had to be reduced and the provision of navigational equipment is no longer certain. The lack of good navigational marks and light in the Entrance Channel limits its use and would be a bottleneck were traffic through the port to increase. This item should therefore be included in the Recovery Programme in the event Italy is unable to provide adequate funding. The equipment is estimated to cost US \$ 1.7 million.

Technical Assistance to Central Workshop

- 4.6 The Technical Assistance for Central Workshop, estimated at US \$ 0.41 million is now considered inadequate to cater for all essential requirements. The updated cost is now estimated to be US \$ 0.8 million.

Storage facilities for equipment spare parts

- 4.7 Storage for cargo handling equipment spare parts has emerged as a deficiency in a number of current projects. The Container Terminal Workshop only has provision for parts required during normal servicing of equipment but not for large items and those for which the need does not arise frequently. Most equipment spares are at present stored outside the port at Ilala and at Gerazini and this is one factor in the present inefficient performance of the Central Workshop. This deficiency can be largely remedied by providing a central equipment spare parts store adjacent to the Central Workshop making use of the existing BP shed. The project has not been planned in any detail but an allowance of US \$ 0.5 million should cover all modifications to the shed and to the surrounding area. The project is urgent in view of the container handling equipment which is now being delivered to the Container Terminal and related to other current port developments.

Kurasini Oil Jetty

- 4.8 The Kurasini Oil Jetty rehabilitation has some deferred work which was part of the original project but which has been omitted due to insufficient funding. US \$ 1.0 million would be needed to complete the present phase of the project. Discussions are still being conducted with NORAD to include all the deferred work.

The total requirement for the Port Sector of the Recovery Programme is as shown on Annex 1.

ANNEX 1

TANZANIA HARBOURS AUTHORITYPROPOSED ADDITIONAL INVESTMENT FOR THA

Items Estimated Costs (US \$ Million)

1. Programme as on FTSR Document

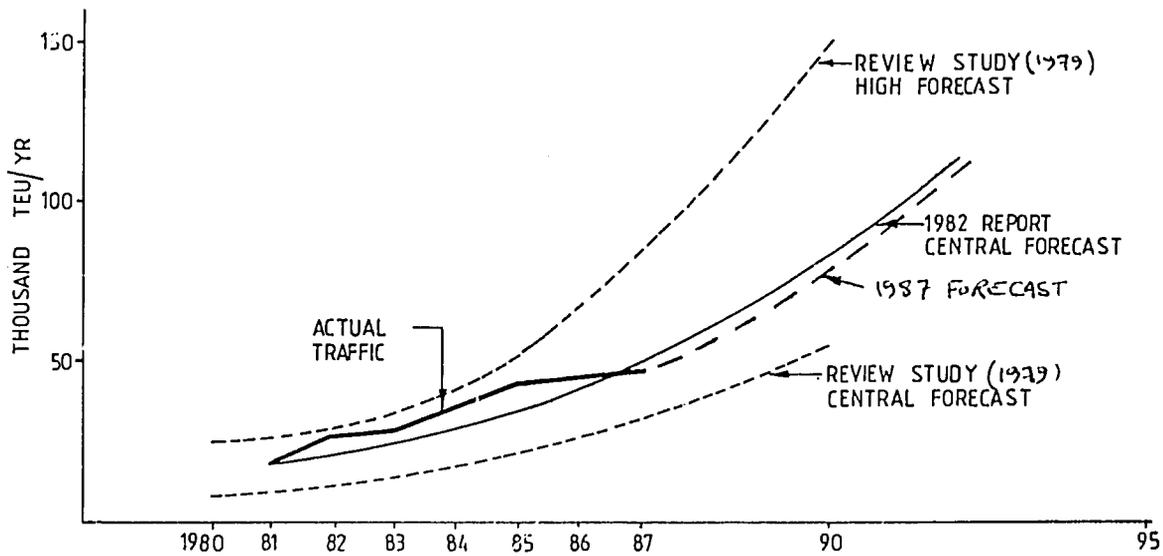
- 1.1 Construction of Satellite Workshops 0.70
- 1.2 Equipment for Satellite Workshops 0.50
- 1.3 Additional Equipment for Central Workshop 0.20
- 1.4 Technical Assistance to Satellite Workshops 0.53
- 1.5 Technical Assistance to Central Workshop 0.41
- 1.6 Urgent Repairs of Port of Tanga 2.10
- 1.7 Feasibility Study of Port of Tanga Development 0.30
- 1.8 Regional Containerisation Development Study 0.30

Sub Total US \$ 5.04 Million2. Additional Identified Requirements

- 2.1 Completion of Berths 9,10 and 11 (Civil Works & Consultancy Services) 8.00
- 2.2 Rehabilitation of Lighter Wharf - Paving and Services 4.50
- 2.3 Central Workshop - Spare Parts
Storage facilities 0.50
- 2.4 Additional Technical Assistance
to Central Workshop
0.40

Sub Total US \$ 13.40 MillionTOTAL US \$ 18.44 MillionNOTE

Items discussed in para 4.2, 4.3, 4.5 and 4.7 not included above.



DAR ES SALAAM PORT CONTAINER TRAFFIC FORECAST

Fig. 1

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TANZANIA HARBOURS AUTHORITYREQUIREMENT FOR DATA PROCESSING EQUIPMENT
TO REPLACE THE EXISTING ONE

1. The existing equipment (ICL 190IT Computer) was installed in 1980. It has, therefore, outlived its useful life.
2. Following major CPU breakdown and lack of spares generally the equipment has completely been out of service since September, 1987. THA has since been relying on limited external bureau services for all her data processing requirements. This has been a serious setback to development of computer systems and production of vital management reports. All THA accounting systems are computer based.
3. A new and modern communication based computer system is now urgently required to replace the unserviceable one and cater for the Authority's growing data processing needs.
4. The concept as approved by Management and the Board consists of a mainframe computer to be located at the Headquarters of the Authority in Dar es Salaam which will progressively be linked to intelligent terminals and mini/micro computers (where necessary) at remote sites within the Headquarters, the Port of Dar es Salaam, and eventually the ports of Tanga and Mtwara to provide data entry and limited processing facilities.

Implementation will, therefore, be phased as follows:

PHASE

- (a) A mainframe computer with the following on-line peripheral units at the Headquarters within the EDF Department:-
 - 8 Disk Drives
 - 4 Magnetic Tape Drives
 - 3 Heavy Duty High Speed Printers
 - 14 Multipurpose Workstations
- (b) A processor unit with 2 multi-purpose workstations and 1 Matrix printer at the Mechanical Store to be linked to the mainframe computer.

- (c) A processor unit or mini computer at the Revenue Accounts Office to be linked to the mainframe computer and to which shall be attached the following peripheral units:-
 - 1 Multipurpose workstations
 - 3 Direct Data Entry Workstations one of which shall be for the Costing Office
 - 2 Matrix Printers

- (d) A processor unit with 2 Multipurpose workstations and 1 Matrix printer at the Finance Manager's Office to be linked to the Mainframe computer.

- (e) a processor unit with 2 multipurpose workstations and 1 Matrix printer at the Director of Finance's Office to be linked to the mainframe computer.

- (f) A personal/micro computer to be installed at the EDP Manager's Office to be linked to mainframe computer and to which shall be connected the following peripheral units:-
 - 1 VDU for EDP Manager's Office
 - 1 VDU for Director of Planning's Office
 - 1 Matrix Printer for EDP Manager's Office
 - 1 Printer/Plotter for Director of Planning's Office.

This phase is expected to cost about US\$600,000.

PHASE II & III

Installation of more terminals within Headquarters and the port of Dar es Salaam as new applications are developed.

Data Entry and limited processing to be made operational at the ports of Tanga and Mtwara. Each of these centres to be adequate storage and printing facilities. Edited data to be transmitted to the mainframe computer for further processing and reports to be transmitted back for printing by couriers or through telephone lines.

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DAR ES SALAAM PORT DEVELOPMENT PROJECT

PROGRESS REPORT FOR THE QUARTERENDING 31ST DECEMBER, 1987TECHNICAL REPORT1. Modernisation of Lighter Wharf Phase II -
Transit Shed

- 1.1 The Works were handed over to Tanzania Harbours Authority, substantially complete, on 30th June, 1987.
- 1.2 Outstanding Work was completed by the Contractor in the end of July, 1987.
- 1.3 The Contractor has during the reporting quarter not submitted further claims of extension of time.

Estimated final contract price is T.shs. 18,414,701.00 including costs for extension of time.

This exceeds the Tender Sum by approximately T.shs. 5 million, i.e. 37%

2. Modernisation of Lighter Wharf Phase II -
Paving and Services

- 2.1 Tanzania Harbours Authority has requested Bank of Tanzania to utilize its foreign account to meet part of the foreign component required in order to obtain competitive tenders from competent international contractors.

No reply received up to the end of the reporting period.

3. Modernisation of Lighter Wharf Phase II -
Belgian Wharf

- 3.1 Reference to paragraph 2.

4. Kurasini Oil Jetty - Urgent Repair Works Phase I

- 4.1 The Certificate of Substantial Completion was issued on 3rd May, 1986.
- 4.2 The estimated final Contract Price including all variations, claims and import duties and sales tax is approximately T.shs. 14.9 million. This exceeds the Contract Price by approximately T.shs. 2.7 million, i.e. 22%

5. Kurasini Oil Jetty - Urgent Repair Works Phase II

- 5.1 The Engineer's order to commence the works was given on 2nd February, 1987, requiring the Contractor to commence work on site by 10th February, 1987. The Contract period is now 532 days, 31st December, 1987, is day number 320 of the Contract period up to end of this reporting quarter).

- 5.2 The agreed Contract Sum is NOK 26.600,000.00 including contingencies.
- 5.3 At the end of September, 1987 the status of the permanent work was as follows:-

(a) Replacement of Jetty Approach Road

Installation of new road, 100% complete, including the approach ramps at the Jetty head and on shore.

(b) Seawater Pumphouse

The concrete repairs are now complete..

Erection of steel work is complete and repainting was completed on 26.10.87. Cladding of the structure is 75% complete. The firepump and driver unit were installed on 9.11.87.

(c) Rehabilitation of Slops Tank Area

Demolition of existing steelwork and erection of the new structural beams is now complete.

(d) Pile Repairs

Repair of seven steel piles (carried over from the KOJ phase 1 contract is complete.

(e) Mooring Dolphin

The North Mooring Dolphin is complete. The South Mooring Dolphin has been cleaned and sandblasted, an access platform has been erected and two beams at the base of structure have been concrete filled.

(h) Handrail

Erection and painting of handrailing to the north side of the jetty approach is complete.

(i) Fencing and Site Finishing Works

- Fencing and gateposts to the site were 60% complete at the end of the reporting period.
- levelling and finishing of the jetty shoreside area was 50% complete.

(j) Pipe Supports

All onshore pipesupports were replaced with new cast insitu concrete supports during this quarter (V.O.23).

- 5.4 Contractor is entitled to extension of time and compensation for all delays in excess of an average of 27 hours each month due to shipping at the berth. Since the commencement of the works the shipping delay stands at the

end of December to 229,5 hours overrun.

5.5 Projected completion date with delays due to shipping, 3rd October, 1988.

5.6 The estimated final Contract Sum is 28,3 - 30,8 MNOK, based on known and expected variations with high and low estimates as at 31st December, 1987.

6. Container Terminal, Kurasini Warehouse and Ubungo ICD

6.1 The Engineers' Order to commence the Works took effect on 14th September, 1985 requiring the Contractor to commence work on site by 24th September, 1985.

6.2 Following handover to Contractor of Berth 9 at Commencement, the first completed area of Berth 9 (9,000m²) was handed back to THA on 5th April, 1986. The second area of Berth 9 amounting to 10,150m² was handed back to the Employer on 30th October, 1986.

6.3 The Rail Terminal and Oil Pipeline reserve have also been in the Contractors' possession since commencement of the Contract. These amount to 22,000m².

6.4 Under revised sequence of Site Possession, Contractor took over the shed 10/11 area on 30th October, 1986 (29,000m²) which formed "Area 3". This possession was extended by adding RTG Runway 'E' (2,600m²) on 20th July, 1987. In exchange for RTG Beam 'E' (which forms part of Area 1) Contractor handed back 6,400m² of RTG Stack 'A' and 4,000m² of open paved area on Berth 10. Simultaneously transfer of Containers was effected away from the Southern part of "Area 2" between Shed E and the Control Building and Lorry Check Point on to the newly completed areas.

6.5 Contractor was thus given possession of 7,000m² of Area 2 (South) on 30th July, 1987. On 15th September, 1987 Contractor handed back RTG blockstack 'B' (6,000m²) and THA began to transfer containers from Area 2 (North) for handover to Contractor which was effected on 7th October (5,000m²) and 26th October (2250m²).

6.6 Contractor was given access to RTG beam 'F' on 21st September, 1987.

6.7 Other areas handed to Contractor were 1,000m² at the southern end of the Mid Port Road plus, 6,400m² forming the 20m E-W roadway at the south of the Terminal on 10th August, 1987. His possession of the 12m roadway behind Berth 7/10 stacking area was also extended by 1,300m² on 28th August, 1987; part of this was handed back on 5th November. A further 1000m² of mid-Port Road at the southern end was given to Contractor on 13th October, 1987 and 450m² at the northern end on 27th October to install services, and 1,800m² on 9th November.

6.8 The RO/RO Berth 8/9 was completed on 31st July, 1987 and handed back.

- 6.9 On 13th July, 1987 the apron of Berth 10 was given over to Contractor for construction of the Ship-to-shore Crane feed points. This work was completed by early November, 1987. The Ship-to-Shore Gantries which arrived on 24th September remained on Berth 11 for commissioning; this meant that Berths 10 and 11 were closed to shipping. Berth 10 was re-opened on 9th November, 1987.
- 6.10 2,000m² of Mid Port Road was handed to Contractor on 26th November, 1987 for construction of paving, and a further 1560m² on 30th November.
- 6.11 Contractor maintained possession of all the building-in-Port sites and Ubungo and Kurasini Sites throughout the quarter.
- 6.12 Thus at December 31st 1987 the areas in Contractors possession were depicted in figs. 1.1, 1.2, and 1.3. These figures also illustrate areas of works which have been completed, and those handed back to THA.
- 6.13 Separate reports cover the supply and commissioning of equipment for container handling, but Figs. 1.1 shows the areas allocated to KONE (for RMG and Ship-to-Shore Cranes) and VALMET (for RTG's). At the close of the quarter the presence of the RMG was no longer obstructing Kajima, who were given access to the KONE Area on 10th August, 1987 and the Ship-to-Shore Gantries were occupying 80m of Berth 11.
- 6.14 At the end of December, 1987, a total of 829 days or 104.8% of the original 790 days period for construction had elapsed. This elapsed time corresponds to 82% at the extended construction period of 1010 days.
- 6.15 Overall progress at the end of December, 1987 was six (6) months behind Revision 7, 8 months behind Revision 3 and 8 months behind Revision 2. The anticipated completion dates of the principal parts of the works are shown below:
- 6.16

		Anticipated completion Date

<u>Area 1</u>		
1	Berth 9..	Complete
1(a)	Centre Road	1/4/88
2	Rail Terminal ..	1/4/88
3	Oil Pipelines ..	1/4/88
4	Workshop, Toilet and Canteen	1/2/88
	(Fitting out)	1/5/88

5	RT Lorry Check Point	Complete
6	Substation No.8	Complete
7	Control Building	1/2/88
8	Electrical Installation	1/3/88
9	Lighting Towers	Complete
10	RT Block Paving	1/5/88
11	Services Rail Terminal	31/03/88
12	Main Lorry Check Point	Complete
13	RMG Raile	Complete

Ubungo

14	Paving	1/3/88
15	Services	Complete
16	Transit Shed	1/4/88
17	Building Rehabilitation	1/4/88
18	Workshop and G/House	Not known
19	Water Tower and Tank	1/4/88
20	Others (fencing, Security Systems etc.)	1/5/88

Kurasini Warehouse

21	Cut and Fill	Complete
22	W/House Found./Floor	Complete
23	Ground Drainage	1/3/88
24	Buildings	1/5/88

Area 3

25	Removal of T/Shed	Complete
26	Paving Area A1 Exten.	Complete
27	RTG Beams (4-NO.)	Complete
28	Foreman's Office	In abeyance

Area 2

	No work started	01/02/88
--	-----------------	----------

Area 4

No work started

01/02/88

- 6.17 The current contractual completion date is 28th June, 1988. It is almost certain that this date cannot be met. It is considered that contractual completion will be 2 to 3 months later than 28th June 1988, depending upon the validity of the extension of time notices and claims. This would result in a revised completion date between early August and early September, 1988.
- 6.18 The estimated Final Contract Price is now T.shs. 520 - 554 million approximately. This represents an over-expenditure compared with the Revised Tender Sum of T.shs. 141 - 175 million approximately, i.e. 37 - 46% over-expenditure.
- 6.19 The estimated over expenditure is due principally to the large increase in local currency VOP (resulting chiefly from the devaluation of the Tanzanian Shiling and increases in rates of import duty and sales tax), to the cost meeting potential claims (as yet unsubstantiated) and the over expenditure against Provisional Sums for Specified Work.

7. Grain Terminal

- 7.1 The Tenders for Civil, Electrical and Mechanical Contracts were opened in public in the Board Room of THA Dar es Salaam at 1500 hours on 14th May, 1987.
- 7.2 The Consultant, G.E.M. Consultant B.V. Rotterdam, carried out the evaluation of the tenders and submitted their Report on Tenders, 8521/24, dated June, 1987. They recommended that the Contracts should be placed with:
- Interbeton/Heymans for civil works.
 - Machinefabriek Van Opstal for mechanical works.
 - Croon Electrotechniek for electrical works.
- 7.3 Contract negotiations have taken place in Holland during July - September, 1987. THA participated between 27 - 30 July, 1987 (Assistant General Manager, Director of Engineering and Technical Services, Director of Finance, Secretary and Legal Officer and Senior Civil Engineer (PC)).
- 7.4 Revised Contract prices as follows:

	<u>Foreign (D.fl)</u>	<u>Local (T.shs)</u>
- Civil Works	21,509,125.48	74,452,864.00
- Mechanical Works	6,308,220.00	5,362,500.00
- Electrical Works	1,478,998.00	2,224,000.00

- 7.5 Construction period 21 months from commencement of works.
- 7.6 All Contractors have agreed to extend the validity of their tenders and tender bonds up to and including 30th October, 1987.
- 7.7 Estimated investment cost for the entire Grain Terminal Project, Dfl. 44.8 million (basis 1988) exceeds the original budget with approximately Dfl.10 million.

Ministry of Finance Economic Affairs and Planning has confirmed (Ref. tyc/E.450/8/92, dated August 22, 1987) that the Government of the United Republic of Tanzania has agreed to the increase of Dfl.10 million for the Grain Terminal Project out of 1989 Cash Ceilings.

- 7.8 Letter of acceptance for the three contracts (Civil, Mechanical and Electrical) are expected to be issued mid October, 1987.
- 7.9 The Consultant, G.E.M. Consultant BV, Rotterdam, has submitted to Tanzania Harbours Authority addendum No.1 of the existing Consultancy Agreement, covering the services of G.E.M. Consultants during the construction of the grain terminal and the technical assistance during the initial three years of operation.

The addendum was signed in mid October, 1987.

- 7.10 Letters of acceptance were issued on 29/10/1987. All three contracts were signed on 1st December 1987. Contractors' bonds and insurance were duly accepted and advance payment made out on schedule. After the order to proceed the Contractor first took part possession of the site for carrying out preliminary geotechnical investigations (end of December 1987).
- 7.11 Full possession of the site was planned for 1st January, 1988 and this will be met with a slight delay. The Contractor has planned for a concentrated effort at the commencement of the works. This is to obtain early completion of excavation works, etc. to avoid the main rain season which is expected to start March-April 1988.

8. Bandari College

- 8.1 The agreement regarding financial assistance for the improvement and development of Bandari College between Norway and Tanzania was signed during previous quarter.
- 8.2 A letter of intent was issued to the Consultant, Norman and Dawbarn on 9th September, 1987 to commence the works immediately.
- 8.3 The Consultant's Work programme shows:-

Completion

- Instructions, mobilisation, survey, drawings, cost

estimates and client's approval Mid November, 1987

- Working drawings, B & O, Tender Documents, Tender period, evaluation and client's approval End of January, 1988
- Construction End of February, 1989
- Defects Liability period End of February, 1990

The overall anticipated completion date is 30 months from 9th September, 1987.

8.4 An agreement between the Government of the United Republic of Tanzania and the ILO for the provision of services for the improvement and development of the port training centre, the Bandari College in Dar es Salaam, was signed at the end of the reporting period.

9. Rehabilitation of Berths 1-8

9.1 The tenders were opened in public at SIDA in the office of the Infrastructure Division in Stockholm on 25th May, 1987.

9.2 Four Contractors submitted tenders namely:-

	<u>Tender Sum</u>	<u>Foreign Component</u>
	<u>MSEK</u>	
- JCC	235.1	85%
- SIAB	240.2	92.4%
- ABV	258.7	79%
- SKANSKA/NOREMCO	218.1	77.4%

The foreign currency part of the SKANSKA/NOREMCO tender is approximately 168.8 MSEK including the estimate of escalation costs during the construction period 1987 - 1991.

Available funds for the construction works are:

- From SIDA	82 MSEK
From NORAD	45 MNOK (rate 1,0667)
	<u>42.2 MSEK</u>
Total	124.2 MSEK
	=====

Thus a deficit of appr. MSEK 45 million in foreign currency.

Negotiations between the Consultant and the Contractor during July - September have resulted in the following revised Contract Sum.

- Foreign component ... SEK 163,478,014.00(77.7%)

Total SEK ... 210,381,237.00
=====

According to exchange rate published by Bank of Tanzania on 16th October, 1987, the local component is equivalent to T.shs. 526,723,194.30 (1 SEK = 11.23 T.shs.).

- 9.3 The Contractors have confirmed to extend the validity of their tender and tender bond to 5th November, and 20th December, respectively.
- 9.4 Letter of acceptance was issued 30/10/1987 to SKANSKA/NOREMCO. Bonds and insurance were duly accepted and the contract signed on 12th December 1987. Negotiations between Consultant and Contractor continued on until the end of the year, by which time a number of issues were still outstanding. The advance payment was made on schedule and the order to proceed issued on 22 December 1987. Scheduled date for site possession was unchanged and set for 21st January 1988.

10. Technical Assistance and Training

- 10.1 During the reporting period, part of Gothenburg Consultancy AB (PGC) has provided 2 expatriates for Port Operations within Berth 1-8 areas.
- 10.2 In a meeting in Gothenburg on 31st July, 1987, Tanzania Harbours Authority and SIDA agreed to engage an independent Port expert to review the different opinions between Tanzania Harbours Authority and PGC with regard to layout, technical assistance etc. related to rehabilitation of Berths 1-8.
- 10.3 The Consultant, Mr. Mollgaard from HOFF & OVERGAARD in Denmark arrived on 21st September, 1987, to discuss with THA, TAZARA, Tanzania Railways Corporation etc. to complete his interim report issued in September, 1987. The Consultant's final report was completed in October, 1987.
- 10.4 In late October SIDA and THA agreed to postpone commencement of TA Phase II for approximately 6 months and to not utilize the option of engaging the same Consultant as for Phase I.
- 10.5 The Finnish Technical Assistance Team continued their services during the reporting quarter. At the end of the reporting period 16 expatriates were based in Dar es Salaam.
- 10.6 The RTG overseas programme has been completed during the reporting quarter.
- 10.7 Local training for Gantry Cranes is being organised and will start upon commissioning early next quarter.

The initial training in the Manufacturer's 1 year training to be followed up with a training programme.

10.8 A need for training 144 persons in operating Mobile equipment (forklifts, Tractors, Trailers) is identified. 72 people have completed their training up to the end of September, 1987.

10.9 A need for training 106 persons in maintenance of mobile equipment is identified.

43 people are being trained at the end of reporting quarter.

10.10 The delayed commencement of prequalification for Container Terminal Technical Assistance (IDA package) was finally taken up mid December 1987 by a re-invitation for prequalification documents. Approximately 25 consultants were approached and 50% of these stated interest for prequalifying. Shortlisting of Consultants is planned to take place by the end of February 1988.

In the period covered by this report part-assistance at the Container Terminal was continued as before by an expatriate working under the Container Terminal construction contract

11. Equipment

During the reporting period, the following equipment were received:

Container Handling equipment	1/10-31/12	Previous	Total
42 Ton Forklifts		2	2
Terminal Tractors	-	10	10
20' roll trailer	-	2	2
40' roll trailer	-	3	3
Highway tractor	-	6	6
Highway trailer	-	6	6
2.5 Ton Forklifts	-	12	12
4 Ton Forklifts	-	4	4
16 Ton Forklifts	-	1	1
40' Terminal trailers	-	10	10
Mobile Cranes	-	2	2
Skylift platform	-	1	1

Copper Handling Equipment

Jones Cranes	-	2	2
Forklifts 5.5 tons	-	3	3
Forklifts 3.0 tons	-	3	3
Terminal Tractors	-	8	8
Terminal trailers	-	24	24
Compressor, etc.	-	1	1

General Cargo Handling Equipment

42 Ton Forklift	-	2	2
Terminal tractor	-	5	5
Terminal Trailers	-	15	15

Container Handling Cranes

SSG	-	2	2
RMG	-	1	1
RTG	3	-	3

=====

12. Housing Estate Msasani

- 12.1 The 67-house THA estate is divided into 3 classes of housing, respectively 7 nos. type I, 35 nos. type II and 27 nos. type III. At the commencement of this report period 7 nos. type I and approx. 10 nos type II houses had been completed and were occupied.
- 12.2 During the present port development project all the type I and 28 nos. type II houses will be made available for temporary expatriate staff.
- 12.3 During the past quarter all type II houses were completed to a certain standard, enabling handover to expatriate occupants for their further completion to individual standards. Of the type III houses 4 nos. were completed, leaving 23 nos. to be completed before mid-1988. A nursery school and a shopping block will also be included.
- 12.4 The landscaping and road works for the 28 nos. type II houses destined for expatriate use were transferred from the main contractor to a nominated subcontractor (NOREMCO). This work is progressing satisfactorily.

\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$

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TANZANIA HARBOURS AUTHORITY
PORT OF DAR ES SALAAM

DRY GENERAL CARGO 1986 AND 1987

	1987 (PRELIMINARY)			1986		
	IMPORTS	EXPORTS	TOTAL	IMPORTS	EXPORTS	TOTAL
TANZANIA	766037	362744	1128781	568319	178533	746852
ZAMBIA	327942	448607	776549	356023	394665	751288
ZBR	120817	74868	195685	130064	77149	207224
MALAWI	10434	11544	22078	4180	8473	122653
UGANDA	48073	43349	91422	781	10942	11723
TOTAL	978303	941212	2214515	1057377	669773	1729740

CONTAINERS HANDLED 1987

DESTINATION	I M P O R T S		E X P O R T S		T O T A L		S I Z E		
	QTY	TONS	QTY	TONS	QTY	TONS	20'	40'	TEU's
TANZANIA	15574	219848	6236	84883	21810	304708	19876	1934	23744
ZAMBIA	3383	46489	3098	58219	6481	104708	6179	302	6783
ZBR	2297	32456	1864	28100	4161	60556	4031	130	4291
MALAWI	538	7239	971	12238	1509	19477	1435	74	1583
UGANDA	265	2497	1558	25782	1823	28279	1802	21	1844
P/P	4793	64021	--	--	4793	64027	4568	425	5278
EMPTYES	1864	4281	4250	9532	6119	13813	5681	438	6557
TOTAL	28719	376837	17977	218754	46696	595591	43372	3324	50020

CONTAINERS HANDLED 1986

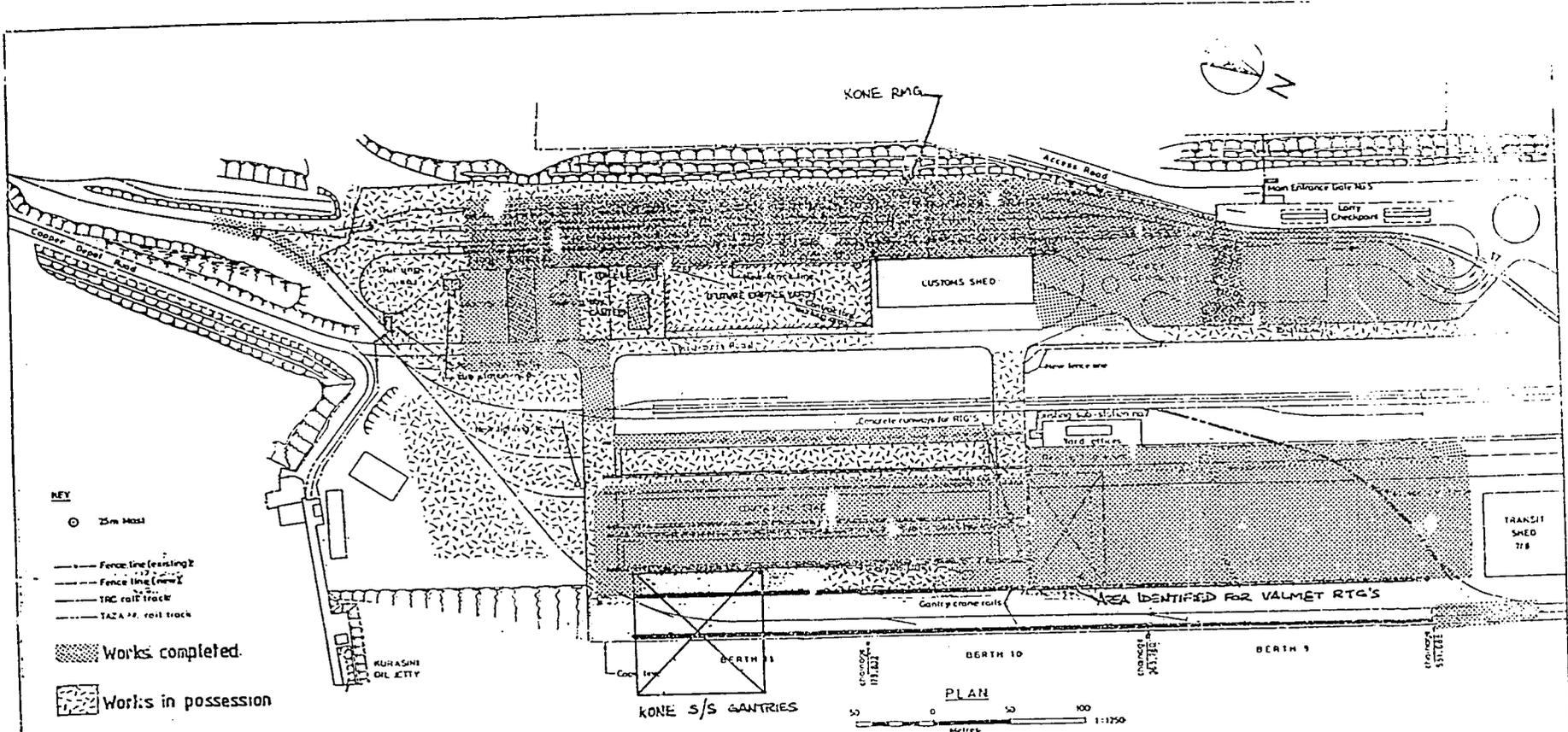
DESTINATION	I M P O R T S		E X P O R T S		T O T A L		S I Z E		
	QTY	TONS	QTY	TONS	QTY	TONS	20'	40'	TEU's
TANZANIA	12199	176956	4728	58011	16927	234967	.	.	.
ZAMBIA	2825	40234	3241	62014	6066	102248	.	.	.
ZBR	1192	17408	2037	32639	3179	50047	.	.	.
MALAWI	90	1395	592	7101	682	8496	.	.	.
UGANDA	61	974	632	11713	693	12687	.	.	.
P/P	6045	83840	--	--	6045	83840	.	.	.
EMPTYES	488	1062	6309	15657	6797	16719	.	.	.
TOTAL	22850	321869	17539	187135	40389	509004	38023	2366	42755

TANZANIA HARBOURS AUTHORITYPORT REHABILITATION PROJECT CREDIT 1536-TAPROFIT AND LOSS ACCOUNT

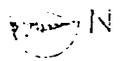
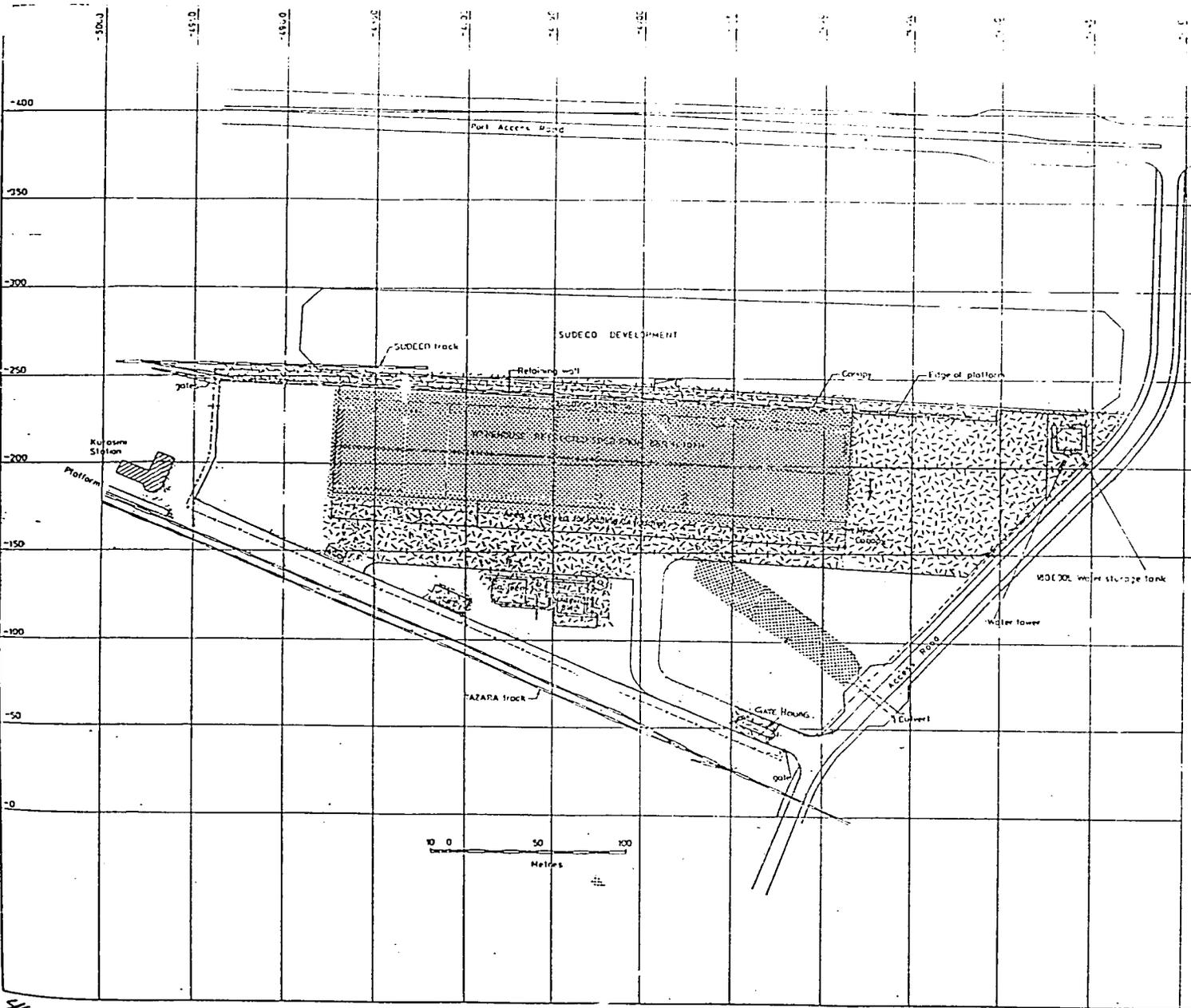
<u>Operating Revenue</u>	Previous Quarter <u>T.A.S.M.</u>	Current Quarter <u>T.A.S.M.</u>	Year to Date T.A.S.M.
Shipping	163.423	127.814	291.237
Wharfage	309.476	313.074	622.550
Operations	306.209	349.117	655.326
Storage	121.264	129.941	251.205
Compl. Services	41.123	58.213	99.336
	-----	-----	-----
Total Operating Revenue	941.495 =====	978.159 =====	1,919.654 =====
<u>Operating Expenditure</u>			
Shipping	5.418	14.306	19.724
Plant & Installation	1.066	8.735	9.801
Operations	73.225	77.025	150.250
Cargo Security	5.740	22.106	27.846
Miscellaneous	189.890	200.914	390.804
	-----	-----	-----
Working Expenses	275.339	323.086	598.425
Depreciation	12.687	12.687	25.374
	-----	-----	-----
Total Expenses	288.026 =====	335.773 =====	623.799 =====
Operating Surplus	653.469	642.386	1,295.855
Non-Operating Income	19.218	19.219	38.437
Interest	(19.409)	(43.349)	(62.758)
Corporation Tax	(326.639)	(309.128)	(635.767)
	-----	-----	-----
Net Surplus	326.639 =====	309.128 =====	635.767 =====
Working Ratio	0.29	0.33	0.31
Operating Ratio	0.30 ====	0.34 ====	0.32 ====

- Note:
- Previous quarter refer to the first quarter of 1987/1988 financial year ending 30th September, 1987.
 - Current quarter refer to the 2nd quarter of 1987/88 year ending 31st December, 1987.
 - Year to date refer to the cumulative quarters (i.e July 1987/December 1987).
 - The figures are subject to adjustments.

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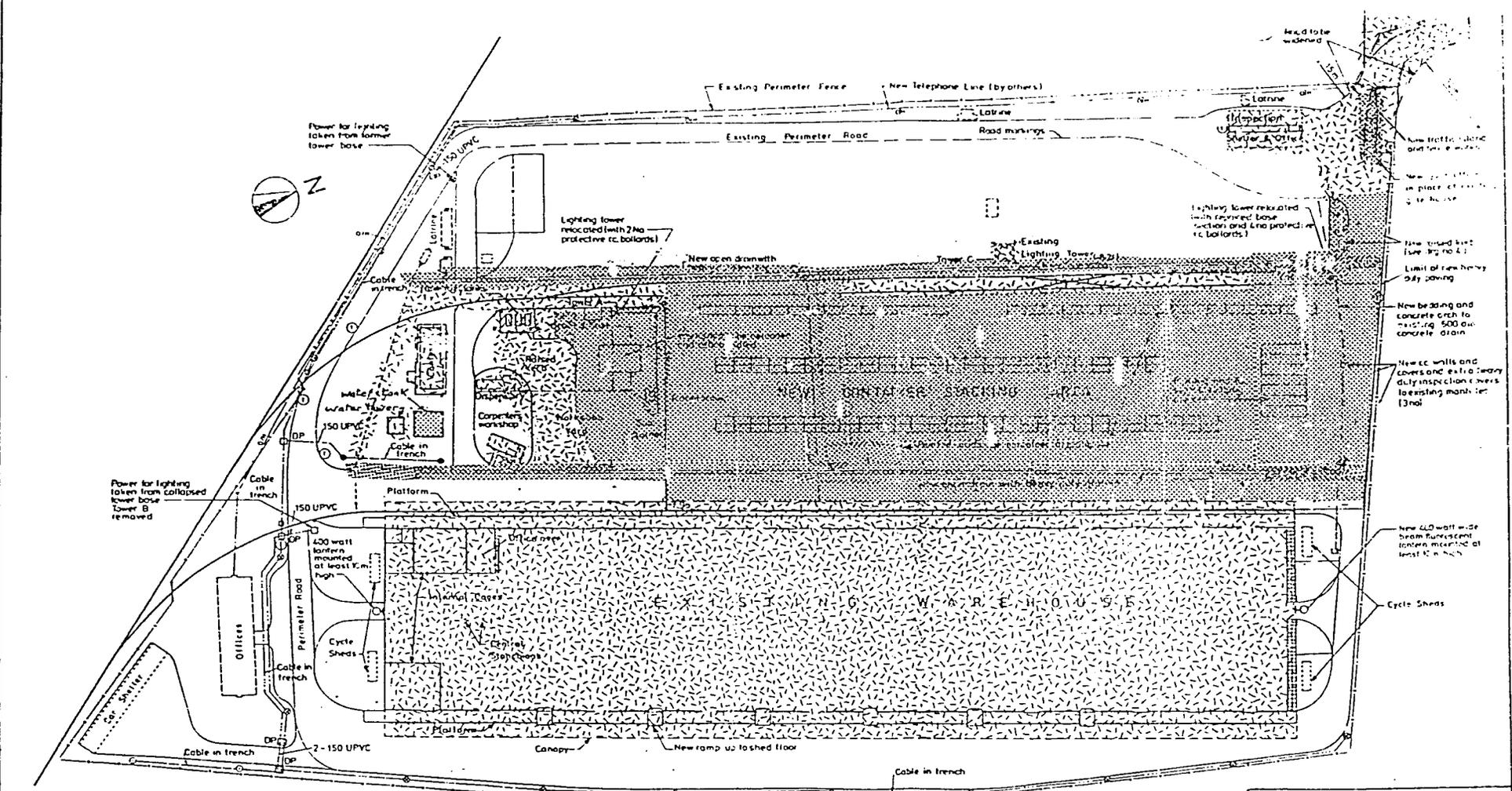
TANZANIA HARBOURS AUTHORITY	
DAR ES SALAAM PORT DEVELOPMENT	
CONTAINER TERMINAL AND WAREHOUSE	
CONSTRUCTION TERMINAL	
PROGRESS - POSSESSION	
SERIES: AS SHOWN	
BECLIN AND PARTNERS CONSULTING ENGINEERS	
CONCEPT HOUSE, 24 STATION ROAD, BECHINA, D-DAR ES SALAAM PO BOX 17000, DAR ES SALAAM	
© 2007	FIG No 1-1



- KEY**
- Floodlight tower
 - FGL Finished ground level
 - Fence line (new)
 - Existing trees left in
 - Works in progress
 - Works completed

TANZANIA HARBOURS AUTHORITY	
DAR ES SALAAM PORT DEVELOPMENT	
CONTAINER TERMINAL AND WAREHOUSE	
KUKASINI WAREHOUSE	
PROGRESS * POSSESSION	
SCALE 1:1000	
BERTLIN AND PARTNERS	
ENGINEERS AND ARCHITECTS	
CONCRETE HOUSE, 28 STATION ROAD, KIDULU, DAR ES SALAAM	
	FIG No 1/2

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- KEY**
- New 10m lighting column
 - New 5m lighting column
 - Overhead telephone cable
 - Underground Electricity powerline
 - DP Draw pit
 - Existing buildings to be rehabilitated
 - Telephone duct



- Work completed
- Work in progress
- Existing drains to be relaid
- Existing drains
- Ⓢ Traffic sign

TANZANIA HARBOURS AUTHORITY	
DAR ES SALAAM PORT DEVELOPMENT	
UBUNGO INLAND CONTAINER DEPOT	
PROGRESS + POSSESSION	
SCALE AS SHOWN	
BERTLIN AND PARTNERS	
CONSULTING ENGINEERS	
CONGOYE HOUSE, 24 STATION ROAD, DODDLE HILL, DAR ES SALAAM	
Tel. 254000, 27400, 27401, 27402, 27403, 27404, 27405, 27406, 27407, 27408, 27409, 27410, 27411, 27412, 27413, 27414, 27415, 27416, 27417, 27418, 27419, 27420, 27421, 27422, 27423, 27424, 27425, 27426, 27427, 27428, 27429, 27430, 27431, 27432, 27433, 27434, 27435, 27436, 27437, 27438, 27439, 27440, 27441, 27442, 27443, 27444, 27445, 27446, 27447, 27448, 27449, 27450, 27451, 27452, 27453, 27454, 27455, 27456, 27457, 27458, 27459, 27460, 27461, 27462, 27463, 27464, 27465, 27466, 27467, 27468, 27469, 27470, 27471, 27472, 27473, 27474, 27475, 27476, 27477, 27478, 27479, 27480, 27481, 27482, 27483, 27484, 27485, 27486, 27487, 27488, 27489, 27490, 27491, 27492, 27493, 27494, 27495, 27496, 27497, 27498, 27499, 27500	
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FIG No. 1-3	

	PROJECT	FINANCIER	CONSULTANT	CONTRACTOR	1984		
					II	III	IV
1.	LIGHTER WHARF, TRANSIT SHED	T.H.A	B.P.	V. BIASCI			22
2.	LIGHTER WHARF, PAVING & SERVICES	T.H.A	B.P.	-			
3.	BELGIAN WHARF	-	-	-			
4.	CONTAINER TERMINAL	IDA	B.P.	KAJIMA/MITSUI			
5.	UBUNGO INLAND CONTAINER DEPOT	IDA	B.P.	"			
6.	KURASINI WAREHOUSE	IDA	B.P.	"			
7.	KURASINI OIL JETTY						
1.	- PHASE I	T.H.A	B.P.	NOREMCO			
2.	- PHASE II	NORAD	B.P.	NOREMCO			
8.	KOJ, TECHNICAL ASSISTANCE	NORAD	B.P.	-			
9.	GRAIN TERMINAL	HOLLAND	G.E.M.	INTERBETON/ HEIJMANS J.V.			
10.	CRASH PROGRAMME BERTHS 1-8	SIDA	S.C.I	THA CIV. CREW/ NOREMCO			
11.	REHABILITATION BERTHS 1-8	SIDA/NORAD	S.C.I	SKANSKA/ NOREMCO J.V.			
12.	BANDARI COLLEGE, REFURB. BUILDINGS	NORAD	NORMAN & DAWBARN	-			
13.	BANDARI COLLEGE, TECHNICAL ASSISTANCE	NORAD	I L O	-			
14.	THA HOUSING ESTATE	T.H.A	NORMAN & DAWBARN	SBS/NOREMCO			////
15.	CONTAINER HANDLING EQUIPMENT						
1.	- TRACTOR TRAILERS	FINNIDA	B.P.	SISU			
2.	- FORKLIFTS	FINNIDA	B.P.	VALMET / KOMATSU			
3.	- RUBBER TYRED GANTRY CRANES	FINNIDA	B.P.	VALMET			
4.	- SHIP TO SHORE GANTRY CRANES	DANIDA	B.P.	KONE			
5.	- RAIL MOUNTED GANTRY CRANES	DANIDA	B.P.	KONE			
6.	- GENERAL EQUIPMENT	ITALY		5Nos.			
7.	- COMMUNICATION EQUIPMENT	ITALY		5Nos.			
16.	GENERAL CARGO EQUIPMENT						
1.	- TRANSFER EQUIPMENT	SIDA	SWEDPORT	BOLLNAS			
2.	- COPPER HANDLING EQUIPMENT	SIDA	SWEDPORT	BOLLNAS			
3.	- FORK LIFTS	THA/ODA	-	-			
4.	- GENERAL EQUIPMENT	ITALY	-	-			
5.	- SPAREPARTS & REHABILITATION	SIDA/IDA	-	-			
17.	CENTRAL WORKSHOP	-	-	-			
18.	TECHNICAL ASSISTANCE						
1.	- CONTAINER TERMINAL, OPERATIONS	FINNIDA/IDA	RWA/ PLANC	-			
2.	- CONTAINER TERMINAL ENGINEERING	FINNIDA/IDA	RWA/ PLANC	-			
3.	- BERTHS 1-8. OPERATIONS	SIDA	-	-			
4.	- BERTHS 1-8. ENGINEERING	SIDA	-	-			
19.	MARINE CRAFT	-	-	-			

**TANZANIA HARBOURS AUTHORITY
DAR-ES-SALAAM PORT DEVELOPMENT**

TANZANIA HARBOURS AUTHORITY
DONOR MEETING, FEBRUARY 4, 1988.

PROGRESS ON EQUIPMENT AND TRAINING

1.0: FINNIDA FUNDED EQUIPMENT

The timetable for delivery of the container handling equipment is as follows:

DESCRIPTION OF EQUIPMENT	UNITS	ETA/ARRIVAL	COMMISSIONING DATE
42 Ton Forklift Truck No. 1	1	19.07-86	29.07.86
42 Ton Forklift Truck No.2	1	27.07.86	08.08.86
Terminal Tractor	1	27.07.86	28.08.86
20 ft. roll trailer	2	27.07.86	28.08.86
40 ft. roll trailer	1	27.07.86	28.08.86
Highway tractor	1	27.07.86	28.08.86
Highway trailer 40 ft.	1	27.07.86	28.08.86
2,5 ton forklift truck (Japan)	2	20.08.86	07.10.86
4 ton Forklift Truck (Japan)	1	20.08.86	07.10.86
16 ton forklift truck	1	10.09.86	29.10.86
2,5 ton forklift truck (Japan)	10	07.11.86	22.01.87
4 ton F/lift Truck (Japan)	3	07.11.86	22.01.86
Terminal tractor	2	17.11.86	16.12.86
40 ft. roll trailer	2	17.11.86	16.12.86
40 ft. terminal trailer	2	04.03.87	05.06.87
Highway tractor	5	20.05.87	03.07.87
Highway trailer 40 ft.	5	20.05.87	03.07.87
Terminal Tractor	7	30.06.87	29.07.87
40 ft. terminal trailer	8	30.06.87	29.07.87
Mobile crane	2	23.08.87	28.09.87
Skylift Service Platform	1	23.08.87	28.09.87
Rubber tyred gantry Crane No.2	1	20.10.87	
Spare telescopic spreader	1	20.10.87	
20 ft. spreader trailer	2	20.10.87	
Rubber tyred gantry crane No.1	1	14.12.87	
Rubber tyred gantry crane No.3	1	14.12.87	
Highway tractor	6	23.01.88	
Highway trailer 40 ft.	6	23.01.88	
42 Ton forklift No.3	1	30.01.88	
Terminal Tractor	10	23.01.88	
40 ft terminal trailer	10	23.01.88	
20 ft roll trailer	12	23.01.88	
Rubber tyred gantry Crane No.5	1	01.03.88	
Rubber tyred gantry crane No.4	1	01.03.88	
Generator KVA 45	1		01.11.87

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Rubber Tyred Gantry Crane. No.2, No.1 and No.3 are being erected and tested in the erection area.

1.2: FINNIDA Training (RWA and Plancenter)

1.2.1: Operators (all equipment) except Container Cranes passed training successfully 119 Operators

1.2.2: Operators (Finnish and Danish) Container Handling Cranes Training planned as follows:

TITLE	DURATION	PARTICIPANTS	TOTAL REQUIRED
SSG Crane Operators	10 weeks	4	12
RTG Crane Operators	10 weeks	4	16
RMG Crane Operators	10 weeks	4	8

1.2.3 Maintenance Fitters under training 54 Fitters

1.2.4 Technicians and Fitters (Finnish and Danish Container Cranes)

Training planned as follows:

Course No.	Participants	Duration
1	2 Technicians 4 Fitters	2 weeks periods

The Finnish RTG-Cranes and the Danish SSG/RMG Cranes are expected shortly to be ready for training following conclusion of all tests pronouncing the cranes ready for training

2.0: SIDA SUPPLIED EQUIPMENT

EQUIPMENT	NO.	ARRIVAL DATE	COMMISSIONING DATE
Jones Cranes	2	27.7.86	30.9.86
Strapping equipment	Set	6.8.86	-
Hyster Forklift	6	11.11.86	27.2.87
Bollnas Tractor	4	3.1.87	26.2.87
Bollnas tractor	4	13.1.87	26.2.87
Chains	L/O	6.8.86	-
Compressor	1	17.8.86	-
Trailers	24	13.1.87	26.2.87
Tools (Volvo)	Set	3.1.87	-
Trailers	15	14.7.87	28.9.87
Tractors	5	6.9.87	28.9.87
Tractor spares	5	6.9.87	28.9.87
	boxes		
Hyster spares	Set	-	-

2.1: PILOT SATELLITE WORKSHOP

The Pilot Satellite workshop is ready for the activities of maintaining Port Operational Equipment.

The Civil Works were undertaken and completed in December, 1987 by the Port Engineer.

The Workshop Equipment was received from SIDA in December, 1987 and subsequently cleared through Customs and it is now being arranged within the premises.

Electrical connections and water is installed.

The expatriate Workshop Engineer provided by SIDA has started his work after checking the received equipment.

The local work force initially to be employed has reported and are working under the supervision of the Engineer.

The handing over of the Filling Station is awaiting the commissioning report from the oil company BP, scheduled for 10.1.88.

Included in the supply of the equipment is also 2 No. Pick-ups as follows:

<u>Licence Plate</u>	<u>Name</u>	<u>Engine No.</u>	<u>Model No.</u>
TX 13259	Isuzu	965290	KB 2600-R21
TX 13260	Isuzu	965716	KB 2600-R21

The purpose and use of the Pick-ups is as follows:

TX 13259 is for the personal use of the Workshop Engineer Mr. C. Wiberg as his project vehicle.

TX 13260 is driven by the messenger cum driver mentioned on the establishment chart. His duties will normally be communicated to him by the Secretary on behalf of the Central Planning within the Central Workshop.

Minor Shortfalls in the equipment supply from SIDA is being dealt with by THA directly.

Director of Purchasing and Supplies is to take possession of, and man the spare parts store according to the establishment shortly.

During the period which the Pilot Satellite workshop engineer has been on duty several urgently required spare parts for the copper handling equipment has been identified. A formal application as prescribed in THA procedures for spare parts supply is being prepared for submission to Director of Purchasing Supplies. Funds in the total amount of 2 Million Swedish Kronar is available from SIDA for spare-parts.

The Pilot Satellite Workshop Engineer is requesting Director of Purchasing and Supplies for opportunity to inspect all of the spares available for the equipment to be maintained in the Pilot Satellite Workshop, and to have the same transferred to the stores room in the Pilot Satellite workshop.

Tools are to be controlled by the Electrical Test bench operator as shown on the establishment.

2.2 Outstanding testing and commissioning:

Strapping equipment, Chains and the Compressor is about to be commissioned.

2.3 Training:

It is the normal duty of the Pilot Satellite Workshop Engineer to train the staff under his supervision.

SIDA is also providing on additional 33 Man-months for Berth 1-8 so far not allocated. It is expected that a requirement will soon be identified for expatriate "base function" trainers which will consume approximately 24-30 of above man-months.

This will allow the Engineer better time for actual maintenance.

3.0: DANISH SUPPLIED EQUIPMENT

The 2 No. Ship to Shore Gantry Cranes and the 1 No. Rail mounted Gantry Crane supplied by DANIDA are basically installed and tested awaiting handing over which is presently being negotiated. Initial spares will arrive shortly.

3.1: Training:

Please refer to Item 1.2.2

4.0: GOVERNMENT OF ITALY ASSISTANCE:

The equipment under Italian Credit in the amount of US\$ 3.8 Million was specified by THA and tender documents issued 1.9.87.

Tenders were received and opened on 1.12.87 in THA offices.

Tender evaluation is in the completion stage being made ready for approval by the World Bank.

It is expected to forward the tender evaluation to the World bank before 15.2.88.

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TANZANIA HARBOURS AUTHORITYDAR ES SALAAM PORT DEVELOPMENT PROJECTPROPOSALS FOR A MID-TERM PROJECT REVIEW

1. Denmark, Finland, Italy, The Netherlands, Norway and the World Bank financed components of the Dar es Salaam Project based on appraisal carried out by the World Bank, the final Report of which was issued in 1984.
2. The objective of the Project was to enable the Port handle efficiently Tanzania and Transit cargo, and focused on providing Container and Grain handling facilities, rehabilitating petroleum product handling facilities, and modernising lighterage facilities. Existing training facilities were to be up-graded. Existing training facilities were to be up-graded. Technical assistance and training was to be provided in operations and maintenance.
3. Sweden when appraising feasibility of the component they had intended to finance among which was re-surfacing of berths 1-8, the remaining general cargo handling area, came to the conclusion that in order to improve the handling of general cargo more than mere re-surfacing was necessary. The layout had to be changed, both organisation and systems for handling of cargo had to be reviewed.
4. Meanwhile THA using her own resources, in particular the 50% forex retention and import support funds from Donors like the UK has attempted to redress the situation of general cargo handling equipment shortage, though not adequately.
5. Dar es Salaam Port Project however, did not seek to redress all the short-comings of the port as it would have not been practicable. And yet some of the difficulties which seemed insignificant then have now become prominent and need solving.
6. The implementation programme was intended to achieve certain objectives on a given time scale. Invariably implementation of each component has suffered a certain delay making it not possible to achieve the original objectives.
7. There is, therefore, need to review not only the Project and its implementation programme vis a vis the original objectives, but also to take stock of everything being done or not being done in order to recommend steps to be taken to achieve the immediate objective of the port being able to provide the presently required services efficiently and the future objective, that the port achieves absolute competitive capabilities.

- 8. The Donors as well as THA have felt this need. The mechanism of how this should be done is yet to be worked out. It is now agreed that the world Bank should co-ordinate this review. FINNIDA have taken a lead by submitting to the Bank Terms of reference of the review. SIDA has also submitted proposals. Both are appended.

- 9. Your contribution is required in finalising comprehensive Terms of Reference, and in proposing the composition of the review team and in setting up a programme of the review.

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DAR ES SALAAM PORT DEVELOPMENT PROJECT
CONTAINER TERMINALTERMS OF REFERENCE FOR JOINT SUPERVISION MISSION WITH THE WORLD BANK

Finnida's and Danida's points of view

1. Traffic forecast

All decisions to increase the handling capacity of the port are based on a reliable traffic forecast. Therefore an updated traffic forecast should be issued both for general cargo and for containers. There are several factors which have direct impact to the traffic forecast as:

- the efficiency and reliability of Dar es Salaam port
- the future development of the Tanzania trade
- the future development of trade in those landlocked countries which are using the port of Dar es Salaam
- the increase/decline of the traffic routed via the Republic of South Africa
- competition between the ports serving the landlocked countries (Mombasa, Nacala, Beira)
- general rise containerization percentage of cargo.

2. Analyze of the present situation in the container terminal project

In order to evaluate the progress achieved and to perform possible changes in the project implementation, the present situation should be analysed. Some important factors included in the analyze could be:

- the organizational framework in the project and the utilization of the organizations including management capacity
- the educational level of the trainees
- general success in training.

3. Future Development of the Dar es Salaam Port Container Terminal Project

According to Finnida's present estimation the project period should be extended by additional four years (1989 - 1992) in order to reach the satisfactory level in the training and in the other main goals of the project.

Therefore the basic plans, how the Dar es Salaam Port Container Terminal Project will continue in the future should be issued. The detailed planning of continuation should be commenced so that the plans are completed by September, 1988. Also the planning of the timing for withdrawal of the expatriates should start simultaneously so scheduled, that the transfer of knowledge will be completed.

4. Container terminal handling capacity

The total handling capacity of container terminal should be studied and correspondence to the traffic forecast analysed. There are several factors which are effecting to the handling capacity, as:

- container handling machinery capacity
- container crane capacity
- container yard capacity (dwell time)
- oncarriage capacity
- available berth capacity, etc.

5. Oncarriage facilities and co-operation

The majority of cargo discharged in Dar es Salaam will be transported either further in Tanzania or transited to surrounding landlocked countries (Zambia, Malawi, Zaire, Burundi, Rwanda). The oncarriage can be effected either by rail or by truck. The capacities of the oncarriage facilities (Tazara, TRC, trucks, etc.) and co-operation should be analysed in accordance with the traffic forecast.

6. Customs clearance

The efficient customs clearance for cargo is one cornerstone in the modern port operations. The efforts to improve the cargo handling operations are partly wasted, if customs clearance is a complicated and long lasting task. In spite of the delaying effect in the transportation time of the cargo, additional terminal yard capacity will be required if customs clearance is slow. Therefore the present customs clearance system must be studied and recommendations for possible improvements given.

7. Ubungo inland container depot

There is a severe delay in the construction work of Ubungo terminal. Therefore it is important that an updating study of the use and utilization of the terminal should be made. As Ubungo is also one part of the port of Dar es Salaam it is directly affecting in the port operations and in the port handling capacity. A final time schedule for Ubungo should be issued and the activities in the port and in Ubungo terminal adjusted accordingly. A plan and time schedule for customs, security and similar activities should also be available.

8. Cargo handling equipment capacity

Based on the new traffic forecast clarification of the container handling equipment capacity should be made. In this clarification both Dar es Salaam port and Ubungo terminal will be studied separately and recommendations of possible future needs of forklifts, terminal tractors/-trailers, etc., given.

9. The traffic flow, organizational framework and co-operation between the container port and conventional port

As part of the containers will be discharged from the ships also in the conventional port, general plan how the co-operation between the two port sectors will be effected, must be issued. Especially the operational model, container customs clearance and information flows must be clarified before container terminal can be fully operational. It must be also clarified how to jointly utilize the available machinery in both port sectors. Also the independency of the whole container terminal, container terminal workshop and the procurement method of spare parts should be solved so that it will secure the best possible efficiency in the port operations and in the maintenance.

10. Electric power supply

The electric power requirements in the port are increasing, when two ship-to-shore gantry cranes and one rail mounted gantry crane will start operations in the port. Therefore dit should be analysed, whether the power supply is sufficient to guarantee continuous and undistrurbed operations in all circumstances and in case of power cuts, is there enough emergency power supply in the port.

11. Dwell time

Dwell time is one of the major factors effecting to the terminal capacity. As the dwell time is presently very long (abt. 30 days), the reasons must be clarified and improvement activities recommended.

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DRAFT

SWEDISH EMBASSY
DEVELOPMENT COOPERATION OFFICE
DAR ES SALAAM
M SÖDERBACK/LR

1 February 1988

DARES SALAAM PORT - TERMS OF REFERENCE FOR JOINT SUPERVISION MISSION

A joint technical review is planned to take place in April/May 1988. The review will be organized by the World Bank. Other donors have been requested to indicate areas which they propose to be covered by the review.

SIDA supports the following sub-projects forming part of the overall port development:

- provision of equipment for copper handling and transfer on berth 1-8 including a pilot satellite workshop
- civil and electrical works on berths 1-8 (co-financed with NORAD)
- technical assistance to cargo operations on berth 1-8
- support to THA Project Coordination Unit through making a Project Coordinator (civil works) available.

The status in brief of the sub-projects are as follows:-

- All equipment has been commissioned. The pilot satellite workshop has recently been completed. SIDA is awaiting THA's report on the utilization and maintenance of the equipment. It is foreseen that an evaluation of this sub-project will be made within the next 12-18 months.
- A contract has been signed between THA and SKANSKA/NOREMCO on the construction works on berth 1-8. The contractor has started his mobilization. Scandiaconsult has been appointed as Engineer by THA/SIDA. There is a financing gap of approximately 40 MSEK to cover the costs of all the planned rehabilitation works. SIDA is considering to propose the Swedish government to make an additional allocation of funds to the project to make it possible to complete all planned works.

- A first planning phase of technical assistance to port operations was completed in December 1987. Considerable problems were encountered in defining the scope and content of a technical assistance program. THA and SIDA has decided to review the Terms of Reference as well as the form of recruitment of technical assistance personnel before entering into an implementation phase.
- A Project Coordinator (civil works) has been posted in THA since late 1985. SIDA is prepared to finance this post as long as civil works will go on within berth 1-8.

We feel that the following subjects have relevance to the sub-projects that we support in the port:

1. Capacity of berth 1-8 during the reconstruction period (1988-1991) in relation to the forecast for cargo passing these berths. If capacity problems are foreseen, recommendations should be submitted on appropriate measures.
2. Technical assistance and training needs for cargo operations on berth 1-8 in relation to other programmes in the port. Possible limitations within the port's organization to benefit from the programmes which presently are being planned. Suitable approaches to technical assistance and training considering needs as well as recipient limitations.
3. Review of all procedures which could have an effect on the efficiency of berths 1-8.
4. Review of the maintenance functions in the port both with regard to civil works and equipment. The need for developing the central workshop as well as the proposed concept of satellite workshops should be assessed.
5. The ports financial situation should be analyzed with special consideration to the payment of local currency input to the civil works on berth 1-8.
6. Comment upon the present and future role of the Coordination Unit and its organisation and staffing.

We propose that Mr Ulrich Möllgaard who made a review on behalf of SIDA in October 1987 of civil engineering and technical assistance to berths 1-8 participates in the joint review. Mr. Möllgaard is a civil engineer with long experience both from port management and international consultancies.

SIDA is willing to cover the costs for Mr Möllgaards participation provided the review is organized in such a way that the points raised in this memo are covered.

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