

698-0413.9

AGENCY FOR INTERNATIONAL DEVELOPMENT
PROJECT DATA SHEET

1. TRANSACTION CODE
 A = Add
 C = Change
 D = Delete
 Amendment Number _____

DOCUMENT CODE
 3

2. COUNTRY/ENTITY
 Regional (Eastern and Southern Africa)

3. PROJECT NUMBER
 698-0413.9

4. BUREAU/OFFICE
 AFR 06

5. PROJECT TITLE (maximum 40 characters)
 Support to Regional Organizations-ESAMI

6. PROJECT ASSISTANCE COMPLETION DATE (PACD)
 MM DD YY
 1 2 3 1 8 4

7. ESTIMATED DATE OF OBLIGATION
 (Under "B" below, enter 1, 2, 3, or 4)
 A. Initial FY 8 2 B. Quarter C. Final FY 8 3

8. COSTS (\$000 OR EQUIVALENT \$1 =)

A. FUNDING SOURCE	FIRST FY 82			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total	\$250	-	\$250	\$500	-	\$500
(Grant)	(\$250)	(-)	(\$250)	(\$500)	(-)	(\$500)
(Loan)	(-)	(-)	(-)	(-)	(-)	(-)
Other U.S. 1.						
2.						
ESAMI		\$90	\$90	\$180		\$180
Other Donor(s)						
TOTALS	\$250	\$90	\$340	\$680		\$680

9. SCHEDULE OF AID FUNDING (\$000)

A. APPRO. PRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) AR	5771	72C		-	-	\$250	-	\$500	-
(2)									
(3)									
(4)									
TOTALS						\$250	-	\$500	-

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)

11. SECONDARY PURPOSE CODE

12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)

A. Code INTR
 B. Amount \$500

13. PROJECT PURPOSE (maximum 480 characters)

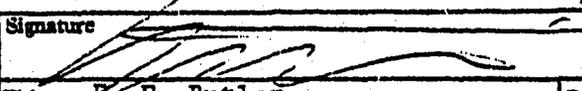
To strengthen the training, research and consultancy capabilities of the Eastern and Southern Africa management Institute by helping ESAMI to (1) assess the management needs of the public and private sectors in 15 African countries in this region; (2) prepare case studies of the management of public and private African enterprises; and (3) establish linkages with other management institutions in Africa, Asia and the United States.

14. SCHEDULED EVALUATIONS

Interim MM YY 0 6 8 3 Final MM YY 0 6 8 4

15. SOURCE/ORIGIN OF GOODS AND SERVICES
 000 941 Local Other (Specify)

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a _____ page PP Amendment.)

17. APPROVED BY
 Signature: 
 Title: E. E. Butler, Acting Director, AFR/RA
 Date Signed: MM DD YY 1 2 1 5 8 1

18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION
 MM DD YY

PD AAT 595

ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR FOR AFRICA

From: AFR/RA, Donald F. Miller

MAR 5 1982

Subject: Sub-Project Authorization-Support to Regional Organizations
(698-0413.9) - Sub-Activity Grant to the Eastern and Southern
African Management Institute

Problem: Your approval is required to authorize \$500,000 from the Selected Development Assistance (FAA Section 106) Appropriation for a grant to the Eastern and Southern African Management Institute (ESAMI) under the Support to Regional Organizations (SRO) Project (698-0413). Of the stated authorized amount, an obligation of \$250,000 is planned for FY 1982.

Discussion:

1. Background: The Eastern and Southern African Management Institute (ESAMI) is located in Arusha, Tanzania. ESAMI evolved from an earlier organization known as the East African Management Institute, which was founded in 1974 to serve the three member states of the East African Community. Following dissolution of the Community, the ECA Council of Ministers recommended that the Institute expand its membership and be formally recognized as a regional management training center for Eastern and Southern Africa. ESAMI was officially established in February, 1980 and currently has a membership of 18 countries.

The ESAMI training program is divided into two major categories. There is a 12-month post graduate program in management, which has produced 141 graduates in the four year period ending in 1980. The Institute also offers approximately 40 short courses (two to six weeks) in various areas of management. The annual number of students trained in this element of the program has almost doubled over the past six years; from 644 in 1975 to 1,193 in 1980. ESAMI is currently covering over 90 per cent of its recurrent costs from fees charged to clients, and shows excellent promise of becoming a self-sufficient organization in the future.

Training has been organized within the Institute's five major departments: Financial Management; Human Resources Development; Management Sciences; Transportation and Communication; and Project Planning and Implementation with an overall emphasis of training of trainers. Students come from government agencies, parastatal organizations and the private sector. During the 1980 academic year there were students from 15 East and Southern African countries, plus students from two West African countries.

The approved Support to Regional Organizations Project has a life-of-project level of \$8.0 million for the FY 1979-1983 period. The purpose of the project is to strengthen the capabilities of selected African regional organizations and to assist them in carrying out a number of economic and social activities of high priority to African development. As of this date, eight regional organizations have been assisted under this project, totaling approximately \$3.0 million in obligations.

2. Project Description: A.I.D. support is aimed at strengthening ESAMI's capability to serve its expanded membership and to enlarge its fields of training to include other high priority areas such as agriculture and private enterprise development. It is envisioned that ESAMI will play a major role in training activities included in the new FY 1983 Private Enterprise Promotion (PEP) project. Assistance provided under the present institution-support grant will:

ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR FOR AFRICA - Page 2

- a. Allow ESAMI to carry out an assessment of training requirements for the fifteen new member countries.
- b. Develop an African case study library and teaching capability within ESAMI.
- c. Develop professional and institutional linkages between ESAMI and other management institutions in the United States, Africa and Asia.

3. Financial Summary: The total cost of this project is \$680,000, with A.I.D. providing \$500,000 and ESAMI contributing \$180,000. Of the total U.S. contribution, \$371,000 (74%) will be for foreign exchange costs and \$129,000 (21%) for local cost financing. A summary of the major cost components is as follows:

Technical Assistance	\$243,000
Commodities	50,000
Other Costs	129,000
Contingency and Inflation	<u>78,000</u>
Total	\$500,000

4. Committee Action: An African Bureau Project Review Meeting was held on December 22, 1981 and the sub-project was recommended for approval.

5. Congressional Notification: The intended obligation of \$250,000 in FY 1982 is within the total amount shown in the FY 1982 Congressional Presentation on page 545, Africa Volume, for obligation in FY 1982. No further Congressional Notification is required.

6. Responsible Officers: The project officer in REDSO/EA responsible for the project is Mr. Domenick J. Scarfo. The project will be backstopped in AID/W by Mr. James W. Dawson (AFR/RA).

Recommendation: That you sign the attached Project Authorization and thereby approve:

- a. A grant from the SDA appropriation in the amount of \$500,000, and
- b. an FY 1982 obligation of \$250,000.

Clearances:

SI/RAD:KKohner (draft)
SI/RAD:JNorth (draft)
AFR/RA:NWGreen NAG
AFR/DP/SDP:BBoyd BB
AFR/EHR:MSHaw MS
AFR/DR/CCWAP:GHazel GH
AFR/DR/CCWAP:LBor LB
AFR/DP:GCauvin GC
GC/AFR:TBork TB
DAA/AFR:WHNorth WH

Attachment Nairobi 27293
December 10, 1981

JWDawson:jd AFR/RA 2/22/82
X22477

PROJECT AUTHORIZATION

Name of Entities: Africa Regional Institutions
Name of Project: Support to Regional Organizations
Sub-Activity: Eastern and Southern African Management Institute (ESAMI)
Project No: 698-0413
Sub-Activity No: 698-0413.9

1. Pursuant to Section 106 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the sub-activity assistance to the Eastern and Southern African Management Institute, involving planned obligations of not to exceed \$500,000 in grant funds over a two-year period from date of authorization, subject to the availability of funds in accordance with the A.I.D. OYB/allotment process, to help in financing foreign exchange and local currency costs for the project.

2. The project consists of the provision of general support to ESAMI, a regional management training, research and consultancy center, to enable it to (a) undertake an assessment of the training, research and consultancy requirements of 15 new member countries, (b) develop relevant case study methodologies and (c) develop linkages to similar institutions in other countries. Project inputs will include financing in support of salaries, research, travel and commodities.

3. The Project Agreement which may be negotiated and executed by the officer(s) to whom such authority is delegated in accordance with A.I.D. regulations and Delegations of Authority shall be subject to the following essential terms and covenants and major conditions, together with such other terms and conditions as A.I.D. may deem appropriate.

4. Source and Origin of Goods and Services

Goods and services, except for ocean shipping, financed by A.I.D. under the project shall have their source and origin in countries included in A.I.D. Geographic Code 941, except as A.I.D. may otherwise agree in writing. Ocean shipping financed by A.I.D. under the project shall, except as A.I.D. may otherwise agree in writing, be financed only on flag vessels of countries included in Code 941.

Date: 2.26.82

Signature F S Ruddy
F. S. Ruddy
Assistant Administrator
for Africa

J. W. Dawson
2 March 1982

iii

TABLE OF CONTENTS

	Page No.
Table of Contents	i
Rates and Acronyms	iii
I. Summary and Recommendations	
II. Background	
A. Origin and Development of ESAMI	3
B. Major Problems in East and Southern Africa	4
C. Actual and Potential Contributions of ESAMI	7
D. Project Relation to A.I.D. and Other Donor Activities	10
III. Detailed Project Description	
A. Short and Long-range Purposes	11
B. New Member Countries - Training Requirements Assessment	13
C. Development of an African Case Study Teaching Capability and an African Case Study Library	14
D. The Development of Professional and Institutional Linkages Between ESAMI and Institutions in Africa, Asia and the United States	16
IV. Analyses	
A. General	18
1. Environment	18
2. Technical	18
3. Social	18
4. Management	18
B. Financial	19
a. Historical Financial Performance	19
b. Future Financial Prospects	19
c. Financial Plan	20
d. Cost Effectiveness	23
e. Recurrent Costs	24

iv

(ii)

V.	Implementation	
A.	ESAMI's Executing Ability	25
B.	A.ID. Project Monitoring	25
C.	Financial Procedures	25
D.	Reporting	26
E.	Procurement Plan	27
F.	Contracting	28
G.	Evaluation Plan	29
H.	Implementation Schedule	30
VI.	Negotiating Status	32

Annexes

A.	ESAMI Financial Request	
B.	ESAMI Organization Chart	
C.	Draft Grant Authorization	
D.	ESAMI Financial Statements (CY 1979 and 80)	
E.	List of ESAMI Member Countries	
F.	Statutory Checklist	
G.	List and Description of Other Major Donor Financing	
H.	Scope of Work and Personal and Professional Qualifications for Two Case Study Specialists	
I.	Sample ESAMI Personal Services Contract	
J.	ESAMI Courses, Programs, Seminars and Workshops - 1981	
K.	Initial Environmental Examination	
L.	Logical Framework	

(iii)

Rates and Acronyms

Rate

1 U.S. Dollar = 8.2 Tanzanian Shillings (T/Sh)

1 T/Sh = 0.122 U. S. Dollars

Acronyms

EACMI	East African Community Management Institute
ECA	East African Community
ESAMI	Eastern and Southern Africa Management Institute
ISPC	International Statistics Program Center
LOP	Life of Project
OICD	Office of International Cooperation and Development
PAID	Pan African Institute for Development
PGA	Project Grant Agreement

I. Summary and Recommendations

- A. Project Title: Support to Regional Organizations (ESAMI)
- B. Executing Agency: Eastern and Southern Africa Management Institute (ESAMI)
- C. Total Project Amount: \$680,000 (A.I.D. \$500,000; ESAMI \$180,000)
- D. Terms: Regional Grant Funds
- E. Life of Project (LOP): Three (3) Years (From Jan. 1982 - Dec. 1984)
- F. Brief Project Description:

The purpose of the project is, in general terms, one of institution building. A.I.D. funds will be used to provide core support for the expansion and, thereby, assist in providing a firmer foundation upon which ESAMI can attract and effectively utilize additional financial assistance, whether provided by A.I.D., other donors or a combination of the two. The project will provide assistance to ESAMI so that it can better determine its areas of strengths and weaknesses and the areas in which it should specialize, and the means by which it can best achieve multiplier effects from the training, research and consultancy programs offered to its client countries.

This project is consistent with and, in fact, reinforces the three broad principles by which ESAMI functions. They are: 1) the maintenance of ESAMI's traditional leadership and innovative institutional position in the region; 2) the emphasis on the training of trainers; and 3) the actual reinforcement of training, consulting services and research.

This A.I.D. project is comprised of three major elements (see Table I of the Financial Section for an estimated cost breakdown of these major elements as well as sub-elements). ESAMI has expanded from its original three client countries (Uganda, Tanzania and Kenya) to 18 (see Annex E for a listing of these countries). The undertaking of an assessment of the training requirements for the 15 new member countries - which will result in a final assessment report - will be funded by this project. The benefits of such an assessment are presented in the Detailed Project Description section of this report. In brief it will: a) help identify and establish a professional relationship with key client country personnel; b) help establish a dialogue for cooperation and collaboration; c) help make knowledge of ESAMI's courses,

programs, and talents morewide-spread; d) help demonstrate ESAMI's interest in providing a range of services to meet client countries development priorities; and e) help to better plan for ESAMI's expansion and specialization, particularly for the promotion of private enterprise.

Funds will also be provided by this project to develop a case study methodology teaching capability within ESAMI and others and to acquire a growing library of African case studies within ESAMI. Additionally, it should stimulate additional research as an off-shoot of the development of case studies and upgrade the relevant educational and experience base of ESAMI personnel when performing in a consulting capacity for public and private sector entities within its client countries.

The final element of this project is to assist ESAMI in developing professional linkages with other institutions primarily in Africa, but also in Asia and the United States. ESAMI staff members will visit such institutions in order to establish professional relations, identify areas of strengths and weaknesses, desirable areas of specialization, and to establish procedures for communication in the areas of training, research, consultancy and administration. An ESAMI staff member will also visit the leading management institutions in India or the Philippines with a view towards establishing possible linkages with these institutions and giving particular attention to their procedures for developing indigenous case studies. Linkages with U.S. institutions will be aimed primarily at strengthening ESAMI capabilities and capacities in new or comparatively new areas. One of these areas will be that of expanding ESAMI training in the management of the agricultural sector in such sub-areas as (1) agricultural statistics, analysis, planning and policy-making and (2) agricultural implementation and management. The principal supporting U.S. institutions in the accomplishment of this purpose will be Office of International Cooperation and Development of the United States Department of Agriculture. A second new area in which U.S. institutions will begin strengthening ESAMI capacities and capabilities is that of management/entrepreneurial training. During the U.S. visit ESAMI officials will contact appropriate U.S. firms, as well as AID/W officials, with a view towards possible ESAMI participation in the planned FY 83 AFR/RA Private Enterprise Promotion [PEP] project 698-0438.

While these three elements have been briefly and separately noted above, they should, together, provide a coherent and complementary package which should strengthen ESAMI capabilities, place ESAMI in a better position for making future decisions concerning expansion and specialization, and more effectively attract and use additional future financial

resources. Subsequent sections of this paper will place this project in perspective and context, describe the project in detail, analyze it and show how it will be implemented and managed.

G. Project Waivers Necessary: None.

H. Project Issues: None.

I. Source and Origin of Goods and Services: The Source and origin of goods and services under this project will be A.I.D. Geographic Code 941, including Tanzania (See the Detailed Project Description and the Implementation section of this paper for a more precise discussion of the source and origin of particular project elements).

J. Recommendation: Authorization in an amount not to exceed \$250,000 from the FY 1982 SDA appropriation and approval of life-of-project funding of \$500,000, subject to the availability of funds and the terms and conditions shown in the authorization document.

K. Design Team

REDSO/EA

Brandon Robinson, Analysis Division
Domenick Scarfo, Design Officer

In Collaboration with the following ESAMI Personnel:

Mr. J.J. Okumu, Director
Mr. John M. Mukami, Registrar
Mr. Jastiel M. A. Masha, Consultant in Project
Planning, Evaluation, Research and Implementation
Mr. Yaw Adu-Boahene, Consultant in General and
Financial Management

II. Background

A. Origin and Development of ESAMI

The original organization from which the Eastern and Southern Africa Management Institute (ESAMI) has evolved was the East African Community Management Institute. This organization was founded in 1974 to serve the managements of the East African Railways Corporation, the East African Harbours Corporation and the Cargo Handling Services Ltd., the East African Posts and telecommunications Corporation, the East African Community and other Community institutions as designated by the Board of Governors. In 1977 the East African Community was dissolved and the five East African multinational

corporations became public organizations in their respective countries, i.e., Kenya, Tanzania and Uganda. To some extent these events had been foreseen and the Institute Board of Governors at its October 1976 meeting had broadened the Institute's scope and domain, no longer limiting activities to East African Community organizations and offering training programs to all Southern and Eastern Africa. This approach was reinforced by the 1977 Annual Working Conference, consisting of 43 delegates from 12 countries in the East and southern Africa sub-region, which resolved that the Institute be formally recognized as a regional development center for East and Southern Africa. The ECA Council of Ministers meeting in Lusaka in November, 1977 also agreed to ask the governments of East Africa to extend the services of the Institute to cover the entire sub-region. This would formalize the fact that the Institute had already been serving the Eastern and southern Africa sub-region by providing training courses and consultancy services. The Institute's Board of Governors, at its twelfth meeting on 5 December 1977 endorsed the Annual Working Conference resolution, and the ECA Council of Minister's request. In October, 1979, the "Agreement Establishing the East and Southern Africa Management Institute" was prepared by representatives of 17 member governments at the Institute in Arusha, Tanzania. This membership has been increased to 18 countries with the recent entry of Sudan. (See Annex E for list of member countries).

B. Major Problems in East and Southern Africa

As a result of their concern with the economic prospects in Sub-Saharan Africa, in September 1979 the African Governors of the World Bank requested that the Bank carry out a study of this region. "Accelerated Development in Sub-Saharan Africa: An Agenda for Action", World Bank Report No. 3358, published in August, 1981, is the final study report requested. In this section this World Bank report will be used to indicate some of the major problems in East and Southern Africa, some of the main factors underlying these problems, and those proposed corrective measures which appear to be of greatest actual and potential relevance to ESAMI.

The World Bank study declares that Sub-Saharan Africa is in "economic crisis". Drawing from the evidence provided by the report in support of this general statement or broad characterization, it may be sufficient for present purposes to present three indicators for eastern and southern Africa taken from Tables 1, 2 and 25 of the Statistical Index. Fifteen of ESAMI's 18 member countries appear in these tables. (The three ESAMI members that do not appear on these tables are Comoros, Djibouti and Seychelles). Zimbabwe also appears on the World Bank report tables, and since it is expected to become an ESAMI

member shortly and is participating in ESAMI programs, it is treated in this section as an ESAMI member. This group of 16 countries included in the tables have been divided for purposes of estimates into a group of 12 (Somalia, Ethiopia, Malawi, Mozambique, Tanzania, Madagascar, Uganda, Sudan, Kenya, Zimbabwe, Zambia, Angola) and a group of four (Lesotho, Swaziland, Botswana and Mauritius). In 1979 the group of 12 countries had a total population of 142.8 million, and the group of four countries a population of 3.5 million.

One indicator of the "economic crisis" is the GNP per capita average annual growth rate for the period 1960-79. This was 6.2% for the group of four countries, and only 0.7% for the group of 12 countries. 1/

The second selected indicator is a comparison of the 1960-70 and the 1970-79 average annual GDP growth rates. For the group of four countries these respective growth rate averages were 6.3% and 8.4%. For the group of 12 countries the average GDP growth rate was 4.2% for 1960-70 and only 1.5% for 1970-79.

The third indicator selected here is the agricultural production (food and non-food) average annual growth rate for the period 1969-71 to 1977-79. For the group of four countries this average was 2.3%. For the group of 12 countries with a 1979 population of 142.8 million the annual agricultural growth rates averaged only 1.2%.

These three indicators should suffice to show that neither overall performance nor the more recent trends for the group of 12 countries containing the bulk of East and Southern Africa's population have been satisfactory. The various factors underlying this unsatisfactory performance are, of course, diverse and complex. Of those selected and highlighted by the World Bank report, those which appear of greatest actual and potential significance for ESAMI are the following: (a) the inadequate infrastructure and the extreme shortages of trained administrators and entrepreneurs with which most African countries began their independence; (b) the increasing size of government and the overextension of the present limited management capacity; (c) the serious inefficiencies that characterize most parastatals, including agricultural marketing agencies; (d) misguided macroeconomic policies in the key area of exchange rates and import substitution industrialization, among others, and gravely

1/ Each country was treated equally; i. e., there was no weighting for population.

flawed sectoral policies and management in agriculture, health, education, training, transportation, etc. as a result of inadequate data policy analysis, planning and inadequately trained personnel; and (e) an underdeveloped human resource sector (despite great expansion during the 1960-77 period) which is characterized by serious inefficiencies and escalating costs.

It is clear that the population growth of the last two decades has constituted a major constraint to development, often increasing inefficient uses of the land available for cultivation, and increasing the cost of public services. This population pressure is not likely to diminish during the remainder of the century. According to the World Bank estimates (Table 33) the group of four east and southern African countries will increase from 3.5 million in 1979 to 6 million in the year 2000, and the population of the 12 countries will increase during this period from 142.8 million to an estimated 267 million.

In an effort to provide some general guidance for dealing with the present and future problems of Sub-Saharan Africa, the World Bank report places emphasis on the need for carrying out domestic economic reforms and for improving the management of national institutions, and states that "without decisive changes in their policies, African governments are unlikely to invigorate their economies". The report proposes making agriculture the centerpiece of production-oriented strategies to be supported by increased external assistance. Included among the broad corrective measures recommended for Sub-saharan Africa are the following: (a) holding down the size of government, and giving greater scope to private entrepreneurship in areas such as agricultural marketing and urban transportation where competition is likely to contribute to the reduction of unit costs and costly government subsidies; (b) improving policy-making and management in the parastatals, through training and changes in mandates and procedures that increase accountability, including agricultural marketing parastatals and with particular concern for agricultural pricing policies; (c) improving macroeconomic and sectoral policy-making and management in a large number of areas ranging from exchange rates to areas such as agricultural research and extension, road maintenance, proper pricing and charging of selected public services, etc. through improved data collection, policy analysis, and training; (d) a continued expansion of the national education and training systems that is made financially feasible through lower unit costs, the reduction of inefficiencies, and increased payment of services by users.

C. Actual and Potential Contributions of ESAMI to the Solution of Major Regional Problems

ESAMI is housed in a complex of tall structures on Njiro Hill, 5 kms. southeast of Arusha. Up to 122 students and visitors can be accommodated in the Institute's 87 single and 14 double rooms and three suites. The facilities include a large laundry and kitchen, lounge, bar and dining facilities, dispensary, conference room, lecture and seminar rooms, and a library. Administrative support services are provided by 74 employees.

The supreme policy making organ of ESAMI is a 28-member Governing Board on which member countries are represented. There is a 4-member Directorate which reports to the Governing Board and is headed by the Director who is the Chief Executive Officer and academic and administrative head of the Institute. There are 22 professionals or faculty members (17 from African countries and 5 expatriates) and 21 of these are distributed among the following five specialized divisions: (1) Transport and Communication; (2) Financial Management; (3) Human Resources Development; (4) Project Planning and Implementation; (5) Management Sciences. (See Organization Chart, Annex B). ESAMI's "Three Years Corporate Plan, 1980/81 - 1982/83" calls for an expansion of the faculty to 28 members in 1981/82, and to 33 members in 1982/83. It also calls for an increase in research and consultancy with a view to distributing the professional labor-time as follows: (a) training - 60%; (b) research - 20%; (c) consultancy - 20%.

ESAMI's training program has two major components: (1) a 12-month post graduate diploma in management program and; (2) short-term (2-6 weeks) courses, seminars and workshops in the five specialized division areas listed above. (See Annex J for the 37 short-term programs offered during the calendar year 1981.) For each of the four succeeding academic years, beginning with 1977/78 and ending with 1980/81 the post graduate diploma in management was awarded to the following number of students: 28, 35, 36, 42 -- a total of 141 graduates for the four-year period. Short-term courses, seminars and workshops were provided during the last seven calendar years to the following number of participants: (a) 1974 - 57; (b) 1975 - 644; (c) 1976 - 1,042; (d) 1977 - 931; (e) 1978 - 746; (f) 1979 - 1,008; (g) 1980 - 1,193. There were participants from 15 East and Southern African countries in the 1980 short-term programs, although a large portion of the students were from Tanzania, Kenya and Uganda. Participants from West Africa (Nigeria and Ghana) also attended the UNESCO Computer Conference given in ESAMI in 1980.

Obviously, ESAMI and its predecessor institutions have made substantial contributions to the improvement of management in the three founding countries and, to a much lesser extent, to the East and Southern African region as a whole. Indeed, the planned expansion of ESAMI training, research and consultancy services, and the extension of these services from three to 19 countries, has the effect of confronting ESAMI with fresh problems and with the need for making a large number of new decisions.

It may be useful here to restate the broad corrective measures recommended by the World Bank report, "Accelerated Development in Sub-Saharan Africa: An Agenda for Action" and to review past and to consider possible future ESAMI contributions to their realization. Obviously, ESAMI contributions are necessarily limited to training, research and consultancy services, and decisions concerning these services should take into account the great magnitude of the training, research and consultancy needs in East and Southern Africa. It is important to recognize that ESAMI cannot directly satisfy these needs, and that careful planning is required to determine where ESAMI's future comparative advantages should lie and how it can achieve the greatest multiplier effects in providing training, research and consultancy services to public, parastatal and private organizations and officials that carry out productive activities and/or provide social services and by giving training to the trainers of national training institutions. Such planning should be based on a large number of criteria, such as the perceived needs of member states, ESAMI's own assessments of priority national training and research requirements, and the comparative costs of ESAMI training programs given on ESAMI premises and in member countries.

The World Bank report proposes making agriculture the centerpieces of production-oriented strategies. ESAMI's decision to strengthen its capabilities in training and consultancy in the analysis, planning and management of the agricultural sector is in accord with this identified priority. The support of OICD/USDA under the core support project will provide services aimed at strengthening ESAMI's training and consultancy services in agriculture. It should be noted that in time courses similar to those previously given by OICD/USDA in Washington, D. C. will be given in Arusha by ESAMI staff at about one-fourth the cost per participant.

As pointed out previously, the World Bank study attempts to cover the entire Sub-Saharan Africa, and to deal with all the major constraints to development in the region. The analysis is inescapably broad; and each of the various

recommendations that emerges from it is not always appropriate or relevant to the situation in every single one of the countries. Nevertheless, the general recommendation--the critical need to improve policy-making and management--would appear to be both generally applicable and of central significance. If so, ESAMI will be continually confronting the need to decide what will be its contributions to each of these areas: policy-making and management. Recognition of the inter-connectedness of these two "areas" has been reflected in ESAMI activities from the very beginning of its operations. For example, studies of the national transport sectors of Tanzania and Kenya which identified the constraints to internal food distribution and to agricultural exports, and examined the relations among road, rail and water transport, constituted a recognition that investment, organizational and training priorities should be based on identifications of the major needs and constraints. This recognition of the desirable inter-connectedness of analysis, planning and management is also reflected in the first two "Corporate Ideals" of ESAMI's 1980/81 - 1982/83 Corporate Plan: "(1) to attain the status of Regional Centre of excellence in Management Development (Training, Research and Consultancy); (2) to serve as a centre for analytical and comparative studies on socio-economic development process in Member States." Another example of the translation of such ideals into action was the March 9 - May 1, 1981 "Top Executive development Program in Corporate Planning". This seminar took place in ESAMI; was sponsored by the Directorate of Personnel Management of the President's Office in Kenya and succeeded in involving top policy makers and administrators in government and industry in lectures and discussions that covered the following topics: (1) Sessional Paper No. 4 of 1980; (2) Modern Society and Business; (3) Systems and Structures of Corporate Governance; (4) New Dimensions of Top Management's Role in Planning; (5) Corporate Business Planning Models; (6) Comprehensive Business Planning; (7) Formulation of Corporate Business Strategy; (8) From Strategic Planning to Current Actions; (9) Developing Organizational Structure and Systems for Implementing Corporate Strategy; (10) Corporate Planning Experience.

It should be clear from the above that ESAMI has been playing a leadership role in some of the areas identified in the World Bank study as in greatest need of improvement - areas such as the proper management of corporations and parastatals, the role of entrepreneurship, proper pricing policies, etc. ESAMI's decision to strengthen the linkages between its research, consultancy and training activities has a parallel in the World Bank study's belated recognition that better national data collection and policy analysis is needed for the formulation of sound policies, i.e. for better allocation of resources, proper financing, and the reduction of unit costs.

The analysis, planning and management problems confronting ESAMI's 18 member countries are major and complex. ESAMI is in the process of improving its research capabilities, particularly in the area of case studies, expanding its services in the areas of agricultural research, consultancy and training, assessing member country research, consultancy and training needs and demands, and providing services to leading government and business organization and to national training institutions. As a result of this process ESAMI expects to increase its contributions to the solution of basic regional problems.

D. Relation of Project with AID and Other Donor Activities

The three main objectives of the project are:

(1) an assessment of perceived training requirements for the fifteen new member countries; (2) the development of an African case study teaching capacity within ESAMI, and an African case study library; (3) the development of professional and institutional linkages between ESAMI and selected institutions in Africa, Asia and the U.S. As can be seen by a review of Annex G, "Organizations Providing Support to ESAMI 1980/81", there are no unnecessary duplications or conflicts between AID assistance and the assistance that is being provided by other bilateral and multilateral organizations.

AID country missions in East and Southern Africa have utilized ESAMI services on various occasions, and it is expected that this utilization will increase as a result of the present core support project. A copy of this project paper, the ESAMI publication specifying the 1982 training programs (to be published in October, 1981), information concerning the training programs of the ESAMI assessment of the perceived training requirements for the 15 new member countries, will be sent as soon as available to each of the corresponding AID missions. These should serve the AID country mission as additional criteria for selecting public, parastatal and private policy-makers and analysts, and trainers from national training institutions to be participants or students in appropriate ESAMI courses. It may be appropriate here to specify again the current specialized divisions in ESAMI which correspond to these training opportunities: (a) financial management; (b) human resources management (principally at the firm or public organization level); (c) management sciences; (d) project planning and implementation; (e) transport and communication; (f) marketing and export promotion.

Partly as a result of this project, there will be an increase in the training, research and consultancy capabilities of ESAMI in: (1) agricultural statistics, analysis, planning and policy-making, and; (2) agricultural

implementation and management. The collaboration of ESAMI and OICD/USDA in offering courses in these two areas will provide the AID country missions with the opportunity to offer training to key officials at a cost that is considerably lower than such training when provided in the United States. The development of agricultural management case studies during the second year of this project will also provide the AID country missions with the opportunity to suggest a host-country official as an ESAMI-assisted case writer in agricultural management.

Another sector in which AID country missions may wish to request ESAMI assistance is the transportation sector. AID is fairly extensively involved in the region's transportation sector; road building in Lesotho, Botswana and Malawi, the ZimZam road, and the port project in Kismayo, Somalia are examples. ESAMI experience in transportation sector analysis and planning, and ESAMI training courses, such as "Transport Statistical Analysis Planning and Operation" and "Port Operations Management" may prove valuable to the AID country missions.

It is possible that in the future additional AID assistance will be provided to ESAMI for support of African private enterprise. If an AID Private Enterprise Promotion Project for Africa is approved and funded, ESAMI participation may be of interest to both ESAMI and AID. Consequently, travel to the U.S. by ESAMI staff under the third project component should provide the opportunity for mutual exploration of this possibility. It should also provide the opportunity for an exchange of views with appropriate U.S. organizations in two other areas: (1) the further development of data processing and computer science capabilities; (2) the possibility of collaboration in providing information and training to East and Southern Africa officials concerning the role of women in development - an area which ESAMI has already taken significant initiatives.

III. Detailed Project Description

A. Short and Long-range Purposes

The short-range purpose of this project is to support certain initiatives of ESAMI so as to strengthen this regional institutions in providing a range of better services to its client or member countries, develop links with other institutions in Africa, Asia and the United States, and to place ESAMI in a better position to attract and use follow-on and related outside financial assistance.

There are many complex issues involved in the decisions confronting ESAMI's expansion and specialization. ESAMI's membership has recently increased from three to

eighteen countries. The magnitude of the need for the training of managers in the public, parastatal and private sectors in East and Southern Africa is immense. Consequently, ESAMI now confronts the task of providing training, research and consultancy services in many areas for many nations. ESAMI must also determine the ways in which it can have the greatest possible multiplier effects in expanding and improving the training, research and consultancy provided by national institutions.

These tasks call for the strengthening of capabilities in areas which ESAMI has been functioning, and the selection of areas and roles from a large number of possible alternative areas and roles, i.e. the choice of potential sectors and functions into which ESAMI has not yet entered. AID support for the expansion and specialization of ESAMI will be guided by three broad principles.

These are:

- (1) the maintenance of ESAMI's traditional leadership and innovative institutional position in the region;
- (2) emphasis on the training of trainers;
- (3) the mutual reinforcement of research, consultation services and training.

AID support is aimed at strengthening present ESAMI capabilities, and at placing ESAMI in a better position for making decisions concerning expansion and specialization, particularly for development of African private enterprise. These decisions will be based on agreements regarding the division of labor, and arrangements for communication and cooperation among the various governments and training institutions of the region. Cooperation will also be sought from selected African training institutions. The strengthening of capabilities will be achieved through the provision of assistance by specialized U.S. training institutions, as well as African training institutions. The three main objectives of this support project will be:

- (1) Assessment of Perceived Training Requirements for Fifteen (15) New Member Countries;
- (2) Development of an African Case Study Teaching Capacity within ESAMI and an African Case Study Library; and
- (3) the Development of Professional and Institutional Linkages between ESAMI and Institutions in Africa, Asia and the United States.

B. NEW MEMBER COUNTRIES - Training Requirements Assessment

ESAMI already possesses satisfactory knowledge of the perceived training requirements of its original three member countries (namely, Tanzania, Kenya and Uganda). The role that ESAMI can play in meeting some of the training requirements of the new and additional member countries (see Annex E for a listing of all member countries) is less satisfactory.

This project proposes to finance the costs of a team of ESAMI staff to visit these 15 countries and to interview officials in government and management training institutions in order to determine perceived training needs by particular countries, the particular countries ability to provide types and quantities of training, identifying the gaps in training capacity which must be filled by outside sources, and to prioritize these training gaps. It is important to note at the outside that this is not a manpower survey of these 15 countries. Such a survey would require multi-million dollar financing and is beyond the scope of what is considered appropriate at this time.

Upon completion of the gathering of the above described training data by country, this data will be reviewed, analyzed and integrated with other data at ESAMI's disposal and the data will be synthesized into a final comprehensive training assessment report on the entire 18 member countries.

The major benefits of undertaking this training requirements assessment are:

- (1) identifying and establishing a professional relationship with entities and individuals who have a direct impact on the planning, financing and implementation of training programs, by individual country;
- (2) establishing a dialogue with these "key" individuals to explore avenues of cooperating and collaborating in meeting particular and priority professional training needs;
- (3) providing member countries an opportunity to learn more of ESAMI's programs and capabilities;
- (4) utilizing the final assessment report, to assist ESAMI to plan and project an expansion of ESAMI programs, professional recruitment, physical plant and financial requirements, etc. Although the report will not constitute a plan for expansion, it is expected that it will provide information of utility for preparing such a plan for selecting areas of ESAMI specialization, and for determining the locus of

ESAMI courses, some of which are given in ESAMI and some in member countries. (The report will also be distributed to all member countries and AID); and

(5) demonstrating ESAMI's interest in serving all its members to assist in providing courses and programs which meet priority professional training needs.

C. DEVELOPMENT OF AN AFRICAN CASE STUDY TEACHING CAPABILITY AND AN AFRICAN CASE STUDY LIBRARY

ESAMI, and for that matter other African institutions, possess very few studies which state a problem in an actual African context. Further, no African institution presently has the capability to teach by case study methodology nor to develop case studies for wide-spread indigineous use.

The problems of development on the African continent cannot be best understood nor solved within the framework of the developed world's history, tradition and experience simply because they are obviously different and these differences are significant. To the maximum extent possible Africans should define African problems in African terms and to view possible alternative solutions within the context of how they can best apply potential human and financial resources to bear on these problems.

This project will finance the initial activities which will provide ESAMI the ability to develop, teach and acquire a growing library of African case studies. It is expected that this will have multiplier effect; i.e., additional African institutions will develop and use this methodology. Additionally, it should stimulate additional research as an off-shoot of the development of case studies and up-grade the relevant educational base on which ESAMI and other professionals can draw on when performing in a consulting capacity.

To accomplish what has been described in the previous paragraph, A.I.D. will finance the costs associated with acquiring the services of two University-level specialists experienced in teaching and developing case studies. One specialist will be in the area of General Management with consulting experience and the other in the area of Agricultural Management (See Annex H for the qualifications and Scope of Work for these two professionals). Each of these professionals will live and work in Arusha, Tanzania in the vicinity of ESAMI and work with the selected ESAMI staff and graduate students. First the General Management Specialist will complete 12 months of work at ESAMI followed by the Agricultural Specialist for 12 months, which is to say that these services will be provided over a 24 month period.

During the time that an individual U.S. Specialist is in-country he will impart to four (4) ESAMI staff and six (6) graduate students the techniques to teach by case-study methodology and each ESAMI staff member and graduate student taught will be expected to individually develop an African case study. It is expected that a total of eight (8) professional ESAMI staff and 12 graduate students¹ will be taught the case study methodology and a total of 20 African case studies (10 in Administrative Management and 10 in Agricultural Management) will be completed and these will be incorporated into the ESAMI case study library. A copy of each study will be given to A.I.D. and these studies will be available to other African Institutions upon request. The U.S. Consultants will work with the ESAMI staff and graduate students to assure that the case studies produced are of satisfactory quality and acceptable by international standards. Maximum use will be made of Video TV Aids so that the U.S. Specialists and selected ESAMI staff and graduate students can jointly and frequently review the students progress and performance in attaining the necessary skills and work towards improvement.

As mentioned earlier, subsequent to this project ESAMI will prepare and present courses using African case study methodology to appropriate individuals representing its member countries, in essence, training trainers to gain the desired multiplier effect. The attainment of these skills and a growing African case study library by ESAMI as well as entities within its member countries will lead to more relevant research into African development problems and the up-grading of the skills of some ESAMI and other personnel to provide better consultancy services to the public and private sector in Africa. Admittedly the extent and type of research and the level which professionals will be up-graded is impossible to determine or project at this time. Given ESAMI's excellent past performance, there is every hope that these will be significant.

¹ ESAMI is considering the possibility of using six (6) qualified individuals from its client member countries' agricultural sector (e.g., Permanent Secretaries, Agricultural Planners, Agricultural Credit Managers, etc.) instead of graduate students to work and study with the U.S. Agricultural Specialist in case studies. Such qualified individuals are often attending courses at ESAMI and such a substitution is possible and may be desirable. With the experience gained in the first year of case study work, ESAMI will determine at some time in the near future whether to use graduate students or others to work with the U.S. Agricultural Specialist in case studies.

D. THE DEVELOPMENT OF PROFESSIONAL AND INSTITUTIONAL LINKAGES
BETWEEN ESAMI AND INSTITUTIONS IN AFRICA, ASIA AND THE UNITED
STATES

1. African and Asian Institutions

One of the project purposes is to increase ESAMI cooperation with other African management training institutions. This will be done with a view towards determining the areas of comparative advantage of each institution, increasing specialization in these areas, and channeling students accordingly. An illustrative list of African institutions which appear to be candidates for this cooperation are the following:

- (i) University of Lagos
- (ii) University of Ghana
- (iii) Pan-African Institute of Development (PAID) in Cameroon and Zambia
- (iv) The Institute of Financial Management in Dar es salaam
- (v) The Institute of Development Management in Mzumbe, Tanzania
- (vi) The Institute of Development Management serving Botswana, Lesotho, Swaziland and Malawi with headquarters in Mbabane - ?
- (vii) The University of Nairobi
- (viii) The Kenya Institute of Management
- (ix) The Kenya Institute of Administration
- (x) The Institute of Public Administration in Uganda

ESAMI staff member will visit such institutions in order to establish professional relations, identify aims of strengths and weaknesses, desirable areas of specialization, and to establish procedures for communication in the areas of training, research, consultancy, organization and administration. An ESAMI staff member will also visit the leading management institutions in India or the Phillipines with a view towards establishing possible linkages with these institutins and giving particular attention to their procedures for developing indigenouse case studies.

2. U.S. Institutions

Linkages with U.S. institutions will be aimed primarily at strengthening ESAMI capabilities and capacities in new or comparatively new areas. One of these areas will be that of expanding ESAMI training in the management of the agricultural sector. This will encompass two sub-areas: (1) agricultural statistics, analysis, planning and policy-making; (2) agricultural implementation and management.

The principal supporting U.S. institutions involved in the accomplishment of this purpose will be the Office of International Cooperation and Development (OICD) of the United States Department of Agriculture (USDA). The collaborative task of ESAMI and OICD/USDA will be to develop ESAMI's capability for providing training courses in the two above-mentioned sub-areas.

ESAMI and OICD/USDA have already collaborated in providing a course in ESAMI, and ESAMI has made a tentative selection of courses given in Washington which it would like to give in Arusha. Under this project ESAMI will hire or contract African professionals who will collaborate with OICD/USDA professionals in developing the course content and instructional procedures for selected agricultural courses, and in giving these courses in ESAMI. The collaboration will be initiated by a visit by ESAMI personnel to OICD and completed by the technical assistance of two U.S. professionals for a period of 6 months each.

Two other areas of possible U.S. support to be assessed under this project are computer science/software development and management/entrepreneurial training. The ESAMI staff member that makes arrangements with OICD/USDA in Washington, will use the opportunity of his presence in the U.S. to visit appropriate institutions in the computer and entrepreneurial training areas. In the case of computer science one of the contacts will be with the International Statistics Program Centre (ISPC) of the U.S. Bureau of Census. In the case of entrepreneurial training, special attention will be given to the relation of consultancy, research and training with a view to possible future support from the U.S. or other donors.

During ESAMI management visits to the USDA in the United States, ESAMI will take this opportunity to interview the selected two case study Specialists described in paragraph B above and in Annex H. Personally interviewing the selected candidates will better insure that the candidates selected through a paper experience do, in fact, meet the requirements of ESAMI.

IV. Analyses

A. General

Once agreement was reached with ESAMI on the major components or elements of this project and language was drafted which presented a detailed project description, the question which was posed was from what perspectives should this project be analyzed. It was agreed that a complete financial analysis was necessary, but that other analytical perspectives would best be presented in summary form under a general category. With the exception of a financial analysis which follows in the next part (Part B), a summary of the conclusions of the analyses follows, by area:

1. Environmental - As an educational and training activity, the project is categorically excluded from an initial environmental examination. See Annex K.
2. Technical - From a technical viewpoint this project is sound. The technical assistance element of this project, which was described in the Detailed Project Description Section of this Paper, shows that the type and quality of the technical services required under this project are readily available from institutions in the United States. Also, as shown throughout this Paper there is no doubt that ESAMI has the ability to absorb the knowledge, techniques and skills to be transferred.
3. Social - The data, knowledge and experience is not available to undertake a social soundness analysis which by any stretch of the imagination could be termed either meaningful or useful. As can be seen from Section III of this Paper the direct beneficiaries of this project are few and limited; they are the receipts of the services rendered by the U.S. Specialists and those few ESAMI Managers who attempt to forge links with other institutions in Africa, Asia and the United States, as well as, possibly, these individuals contacted by ESAMI in the three geographical locations above-mentioned.

The indirect beneficiaries are an indeterminate number of people of East and Southern Africa. They will benefit from improved policy-making and management in key areas such as agriculture, health, transportation and marketing that comes about from the training, research and consultancies provided by ESAMI to public, parastatal and private organizations and to national training institutions.
4. Management - There is no question than ESAMI will satisfactorily absorb the benefits of the technical assistance, commodities, etc. which are provided by this project. ESAMI is

sufficiently staffed with professionals and is organized (see Annex E) to implement this project. Section II. C of this Paper describes some of the major activities being undertaken by ESAMI, number of courses presented, number of participants trained, etc. Annex J also shows the diversity of courses, programs and workshops developed, presented, managed and administered by ESAMI in 1981. The following Section B shows that ESAMI's past financial performance has been admirable (also see Annex D).

In brief recapitulation, based on the above and the sum of ESAMI's past and present management performance record, ESAMI will have no difficulty in taking full advantage of the assistance to be provided by this project using A.I.D. financing.

B. Financial Analysis

a. Historical Financial Performance

Considering the financial problems which have faced ESAMI since the breakdown of the East African Community (ECA) during the 1977/78 period, ESAMI faced a number of major problems. It had the problem of redefining its role in the region and had to search for a broader market base in the public and private sectors. ESAMI also had to survive financially; that is, attract foreign funds and develop its programs, courses, consultancies, and research with a view towards maximizing revenues and attaining something approaching self-sufficiency.

Given these fairly enormous problems, it is indeed surprising that ESAMI's past financial performance has been admirable. Annex D presents the following ESAMI Financial Statements for the calendar years 1979 and 1980: (a) Balance Sheets, (b) Income Statements, and (c) Cash Flow Statements. In 1979 and 1980 ESAMI generated revenues of 5.8 million Tanzanian Shilling (T/Sh) and 2.5 million T/Sh. respectively. It has maintained a positive cash flow during the calendar years 1979 and 1980.

b. Future Financial Prospects

ESAMI originally services three client countries (Uganda, Kenya and Tanzania). ESAMI at that time (1974-77) was known as the East African Community Management Institute (EACMI). These original three member countries have continued to provide what can be termed annual subscriptions, quotas or dues in the total amount of 1.5 million T/Sh (.5 million each). To date approximately 80% of ESAMI's services are

directed towards these three countries. ESAMI is expanding its coverage to include eighteen (18) countries in the east and south Africa region (see Annex E).

In order for ESAMI to increase its revenues from its now expanded client countries, it will obviously have to demonstrate its ability to provide high-quality training, research and consultancy services. The payment of annual subscriptions and quotas by the fifteen (15) new member countries as well as future payment to be made to ESAMI for training, research and consultants' services is difficult to determine or project at this time.

As shown in Part A. above ESAMI has a very good past financial record. It's financial performance is improving, for example, in 1979 ESAMI covered from its own operations 60% of its recurrent costs, in 1979 this percentage increased to 75% and in 1980 to 91%. A.I.D. and other donor support has been an important source of funding for ESAMI and this support is expected to continue for the foreseeable future (see Annex G).

This A.I.D. project should further strengthen ESAMI's ability to assess its clients training capability (e.g. Agricultural courses), and initiate a professional dialogue, communication, collaboration and cooperation with key officials in its new member countries as well as other institutions, principally in Africa, but also in Asia and the United States. The above factors, taken together, indicate that there is ample reason to be optimistic that ESAMI's financial future will be more than satisfactory.

c. Financial Plan

The total cost of this project during the three-year LOP is estimated at \$680,000, with A.I.D. providing \$500,000 and ESAMI contributing \$180,000.

1. A.I.D.

Table I presented below shows a detailed financial plan for the Project. Table I is detailed and shows factors by major project element, as well as sub-elements, and the estimates used by particular line item are shown in parenthesis.

A.I.D. funds for this project will be obligated in two (2) years - \$250,000 will be obligated in FY 1981 and the same amount in FY 1982.

Of the total \$500,000 provided by A.I.D. under this project, by major project element (see Table I) 10% will be used to finance Element I, 50% for Element II, 24% for

Element III, and 16% for inflation and contingency. Almost half (48% or \$243,000) of A.I.D.'s funds will be used to finance technical assistance from the U.S., approximately 13% (\$65,000) for materials, supplies and equipment, approximately 23% (\$114,000) for travel, reports, per diem and miscellaneous, and the remaining 16% (\$78,000) for inflation and contingency factors.

Table I

ESAMI - CORE SUPPORT PROJECT

ESTIMATED PROJECT BUDGET

A. A.I.D.

I. Assessment of Training Requirements for 15 New Member Countries		\$ 53,000
* a. Preparation of Questionnaire	\$ 5,000	
* b. Travel and Per Diem - 180 work-days	\$33,000	
* c. Preparation and Reproduction of final report	\$10,000	
* d. Miscellaneous	\$ 5,000	
II. Development of African Case Study		
Teaching Capacity and Repository of African Case Studies		\$248,000
a. One University level expert to teach - develop case studies in General Management (12 mos):		
(i) Transportation	\$ 4,000	
(ii) Salary (\$4,500 a month)	\$54,000	
(iii) Misc. Support Costs & allowances	\$30,000	
b. One University level expert to teach - develop case studies in Agricultural subjects		
(i) Transportation	\$ 4,000	
(ii) Salary (\$4,000 a month)	\$48,000	
(iii) Misc. Support Cost & Allowance	\$30,000	
*c. Travel and Per Diem of Graduate Students (6 trips @ \$2,000)	\$12,000	
*d. Materials and Supplies	\$ 5,000	
e. Photocopier Machine	\$10,000	

f. Video Cassette TV System for Teaching Aid	\$40,000	
* g. Miscellaneous	\$11,000	
III. Linkages with African and U.S. and Other Institutions		\$121,000
a. Travel and Per diem to other Institutions:		
* (i) In Africa (2 trips, 4 Universities, 1 mo.)	\$10,000	
* (ii) U.S. (2 trips, USDA, 1 mo.)	\$14,000	
* (iii) Asia (1 trip for 3 weeks)	\$ 4,000	
b. Travel + Per Diem 2 USDA Specialists		
(i) (for 6 mos).	\$13,000	
(ii) Salary (\$5,000 @ mo)	\$60,000	
* (iii) Materials + Supplies	\$10,000	
* (iv) Miscellaneous	\$10,000	
IV. Contingency and Inflation (combined 16%)		\$ 78,000
		<hr/>
GRAND TOTAL - A.I.D.		<u>\$500,000</u>
 B. <u>ESAMI</u>		
1. Food and Shelter for two long term technicians (a total of 24 mos.) - value of rental of two furnished house @ \$1,000 = \$24,000, food valued at \$25 a day, 730 days x \$25 = \$18,250		\$ 42,000
2. Value of Services of 8 of ESAMI professional staff (\$15,000 @ per annum = \$120,000)	\$120,000	
3. Other miscellaneous Support Services		\$ 18,000
		<hr/>
Total ESAMI Contribution		\$180,000
		<hr/>
Total Project Cost		<u>\$680,000</u>

* Local Currency Expenditures

2. ESAMI

ESAMI's contribution to this project is estimated at \$180,000 or 26.5% of total project costs. The composition of the ESAMI contribution is shown in the above detailed Table I.

d. Cost Effectiveness

As mentioned earlier in this Paper this project has been designed by a REDSO/EA Team in full cooperation and collaboration with appropriate management personnel of ESAMI. Alternative means of financing various components of this project to maximize benefits were examined and the selection was always made on the basis of cost effectiveness. For example, ESAMI is highly desirous of expanding its various capacities in the management of the Agricultural Sectors in its client countries. These areas include, inter alia, agricultural statistics, analysis, planning and policy-making and agricultural project implementation, management and evaluation. ESAMI and A.I.D. have had previous discussions with USDA officials regarding drawing on USDA experience, particularly in Africa, to enhance and expand ESAMI capacity and capability in the African Agricultural Sector. It was concluded that the most cost effective mechanism for transferring selected USDA knowledge, skills and experience to ESAMI would be to have USDA instructors perform their services at ESAMI in Arusha, Tanzania. ESAMI estimates that using this procedure it would cost approximately 25% of what it would cost to have participants from ESAMI take these courses at USDA training centers in the United States. Preliminary discussions have been initiated with USDA representatives, by both ESAMI and REDSO/EA. USDA has indicated a strong interest and willingness in providing its service to ESAMI in Tanzania.

Another example of cost effectiveness is in the area of travel of ESAMI management to the U.S. Once ESAMI selects the two case study specialists for these projects, it was deemed important by ESAMI and REDSO/EA that ESAMI personally interview these two selected candidates prior to entering into a final contract. To minimize the costs of travel under this project, it was decided to use the ESAMI visit to the U.S. to not only interview the selected case study specialists, but also to discuss and select courses and professional instructors to conduct classes at ESAMI and discuss a range of other ESAMI interests with USDA officials.

In brief summary every effort has been made by ESAMI and REDSO to maximize the cost effectiveness of this project. Both ESAMI and REDSO are confident that this project, as designed, will demonstrate this fact during its implementation.

e. Recurrent Costs

ESAMI is most concerned about the question of recurrent costs in general. As stated in Part B of this Section, ESAMI's revenues from its operations has covered more and more of its recurrent costs and in 1981 ESAMI covered 91% of its recurrent costs.

In general this project will improve ESAMI's links with other African, Asian and U.S. institutions; develop important contacts in these institutions as well as other key personnel in client countries; lead to a report which assesses the professional training requirements of client countries; improve and expand ESAMI's training programs utilizing the case study methodology; and produce an expanding library of appropriate African case studies. It is expected that those components, together will ensure ESAMI's professional capabilities and ESAMI will better attract and effectively utilize additional future outside financial resources. This project will also assist ESAMI to develop and expand its markets within its client countries and lead to increased revenue generations from expanded training, consulting and research programs. The extent of these revenue generations are impossible to estimate at this time. ESAMI has the demonstrated tools, skills and talents to reasonably project the recurrent costs related to the introduction and teaching of new individual training courses, the cost implications of contracting with another professional to join ESAMI's staff, etc. In the past, for example, ESAMI had determined that it required an average of 15 participants per course in order to break-even. ESAMI's policy has been to conduct courses with an average of 20 participants.

The direct recurrent cost implications of this project are very minimal, if not non-existent. This project will lead to a future expansion of all of ESAMI's activities - training, consulting and research - and it is here that the recurrent cost implications will be indirectly felt.

The particular decisions to expand discrete activities in the future will be analyzed financially by ESAMI on a case-by-case basis. The Design Team is reasonably confident that ESAMI will continue to scrutinize the financial implications of any of its future financial investments and compare the costs and benefits in monetary and other terms. Indeed this project will improve and strengthen ESAMI's ability to plan, program and implement future expansions of its plant and activities.

V. Implementation

A. ESAMI's Executing Ability

ESAMI has received financial assistance from a number of donors, including A.I.D. (see Annex G). It has shown that it has the organization and staff to effectively implement a number of various programs simultaneously. An Organization Chart of ESAMI is presented in Annex B and shows the division of organizational responsibilities as well as the corresponding level of personnel.

As will be shown in following parts of this Section, ESAMI has all the requisites to implement this project satisfactorily. In fact to simplify the implementation of this project, the established implementing and operating procedures being used by ESAMI will also be used to implement major portions of this project.

B. A.I.D. Project Monitoring

The implementation of this project will be monitored by REDSO/EA. A limited amount of legal, contracting, procurement and project management assistance will be provided by REDSO to ESAMI during the LOP. It is also envisioned that REDSO will play the central role in the evaluation of this project - both at mid-term and at end of project.

AFR/RA will be responsible for AID/W backstopping and coordination. Also, scope of work for project evaluations will be reviewed and cleared by AFR/RA.

C. Financial Procedures

1. U.S. Dollar Financing

A.I.D. financing instruments will be used to pay for the costs of technical assistance under this project. A.I.D. direct Letters of Commitment (L/Comms) will be used to finance the services of two long-term case study specialists (each for a duration 12 month) - one in General Administration and the other in Agriculture. The services of two USDA instructors (each for a duration of 6 months) will be obtained under a PASA between A.I.D. and USDA and, again, the A.I.D. Direct L/Comm procedure should be appropriate.

2. Local Currency Financing

The major portion of local currency costs of this project are related to the travel and related expenses of ESAMI management and perhaps some miscellaneous off-the-shelf supply items that can be procured in Tanzania. The maximum estimated for these local currency costs are \$129,000 (see Table I, Financial Analysis Section, sub-paragraph C). ESAMI will pay for its travel costs (e.g. airline tickets) under this project in T/shs and bill these costs to A.I.D. in U.S. dollars at the highest legal exchange rate in Tanzania at the time of the purchase.

To simplify the accounting and control of U.S. dollars to cover local currency expenses under this project, ESAMI has agreed to the establishment of a separate special account for A.I.D. project funds. An advance of \$25,000 (approximately 20%) of the estimated local currency costs of this project will be deposited in the separate account which will be opened by ESAMI. It is estimated that ESAMI will request replenishment of this special account on a quarterly basis and will provide a detailed accounting to the East African Accounting Center (EAAC) and REDSO of the expenditures made from this account. ESAMI will maintain separately all invoices, bills, airline tickets, hotel bills, etc. which support disbursements from the separate account. Copies of this documentary expenditure evidence will be submitted to REDSO/EA upon request.

D. Reporting

ESAMI will submit quarterly reports on the financial status of the project as well as progress reports to REDSO/EA within 30 days after the end of a calendar quarter.

1. Financial Reports

The quarterly financial reports to be submitted by ESAMI will summarize the quarterly financial activities of ESAMI under this project, as well as the cumulative financial status of the project. These quarterly financial reports should contain the following information:

- a) a summary of the deposits, withdrawals and balance of the separate special account;
- b) a detailed accounting of disbursements for the U.S. dollar costs of goods and services;
- c) a description of any financial problem encountered by ESAMI in implementing this project, as well as ESAMI's recommended solutions; and

d) any other financial information that REDSO/EA may reasonably request.

2. Status Reports

ESAMI will submit quarterly narrative progress reports to REDSO/EA and AFR/RA. The reports should describe progress separately for the three major project components (see Detailed Project Description and Table I in the Financial Analysis Section). The quarterly report should describe:

- a) the progress under the project during the quarter;
- b) problems encountered (also noting problems which are of a longer-term nature);
- c) ESAMI's proposed solution(s) to the problem(s);
- d) identify where A.I.D. assistance is necessary for problem resolution; and
- e) comment on the entire project in general and raise actual or potential factors, issues, etc. which could impinge on the future implementation and direction of this project; and
- f) provide any other information which REDSO/EA may reasonably request.

E. Procurement Plan

In accordance with A.I.D.'s recent off-the-shelf regulations it is expected that all project commodities will be procured off-the-shelf in Kenya and, to a very limited extent, in Tanzania. The only possible exception being the procurement of a video cassette TV system, which will be used during the implementation of this project as a valuable teaching aid. The REDSO/EA Procurement Management Advisor will assist ESAMI procure this item if it is determined that it should be purchased in the United States.

Under present A.I.D. procurement regulations no source and origin waivers are necessary to implement this project. Individual procurements under this project should be less than \$10,000; the exceptions being the aforementioned video cassette TV system and possibly a reproduction (photocopier) machine.

ESAMI has an abundance of experience in procuring the types of materials and supplies required for this project. In the event of any procurement problem, ESAMI can call upon the services of the REDSO/EA Procurement Management Advisor for assistance.

No procurement problems are foreseen which will impede or delay the implementation of this project.

F. Contracting

ESAMI has extensive experience in contracting for professional services. Consequently, ESAMI will perform all the major work involved in the procurement of professional services; A.I.D.'s role will be confined to review and approval of ESAMI selections and review the final contracts and budgets and providing financing.

ESAMI will take the initiative in writing to a number of U.S. universities soliciting data on qualified individuals (case study specialists) to perform a range of services for ESAMI. The scope of work for these two individuals as well as the necessary qualifications have already been prepared by ESAMI and are presented in Annex H.

Upon receipt of curricula vitae and other information, ESAMI will evaluate the candidates and rank-order them. ESAMI has provided REDSO/EA with its evaluation sheets which are reasonable for rank-order listing and will gain REDSO/EA concurrence in the individuals selected for contract negotiations.

A sample ESAMI contract is attached to this Paper as Annex L. The REDSO/EA Contract Officer will review the ESAMI contract and make whatever changes or include whatever provisions or clauses are necessary under A.I.D. regulations; he will also meet with ESAMI management and obtain concurrence in the contract format to be used. The ESAMI Director or his representative will interview the selected candidates in the United States. If satisfied with the candidates, ESAMI will negotiate a contract with these individuals. This contract will have legal force only when approved by A.I.D. These contracts can be classified as host country type contracts.

While the ESAMI Director or his representatives is in the United States completing contract negotiations with the two case study specialists, ESAMI will take the opportunity to acquire the services of two USDA professional instructors to collaborate with ESAMI staff and others in developing course content and instructional procedures for agricultural courses that ESAMI will select. During the implementation of this project, ESAMI will select the courses, develop a scope of work and necessary personal and professional qualifications for the two USDA instructors. REDSO/EA will review and approve these ESAMI plans. When ESAMI and USDA agree on the scope of work to be undertaken, by whom, and when, and the cost, the A.I.D./W Office of SER/CM will enter into a PASA with USDA on behalf of ESAMI.

ESAMI has had considerable dealings with a number of U.S. Universities and with USDA. The procedures described above for acquiring professional service are considered satisfactory and no delays are anticipated in completing these implementation actions.

G. Evaluation Plan

Two project evaluations are scheduled during the LOP; one mid-term in the Project (approximately May/June 1983) and the other at the end of the Project.

No provision has been made for financing these evaluations with project funds as it is expected that REDSO/EA will perform these evaluations. The mid-term evaluation should be particularly valuable because by this time the following should be complete:

i) a final report which assesses perceived training needs of fifteen new client countries, by particular client country;

(ii) the general administrative case study program will be concluded (and the agricultural case study program not yet initiated); and

(iii) a number of contacts with other institutions, particularly in Africa, but also in Asia and the U.S., will have been initiated.

With the above broad activities either initiated or completed, the Evaluation Team should have sufficient data to determine whether the three major elements of this project are being satisfactorily implemented. Problems and issues affecting this project will be examined and the Evaluation Team will be expected to recommend corrective actions as required. The Evaluation Team should also evaluate this project with a view toward future A.I.D., or other donor, investments in ESAMI and the appropriateness of expanding this project initiative.

The end of project evaluation will, of course, focus on all aspects of the implementation of this project with the view toward documenting and incorporating into A.I.D.'s data bank any and all pertinent lessons learned by this project experience, and any recommendations for improving the design and implementation of similar projects, particularly in Africa.

H. Implementation Schedule

<u>Date</u>	<u>Description of Action</u>	<u>Responsible Entity</u>
<u>1981</u>		
Oct/Nov	AFR Bureau Reviews and Approves PP	REDSO
Nov/Dec	Project Grant Agreement Signed	REDSO/ESAMI
<u>1982</u>		
Jan	Offers and CVs Solicited from U.S. Universities for 2 Case Study Specialists	ESAMI
Mar/Apr	Responses Rec'd from U.S. Universities; Responses Rank- Ordered and REDSO Approves ESAMI Selections	ESAMI REDSO
Mar/Apr	REDSO Procurement Management Advisor Assists ESAMI in the Procurement of a Video Cassette TV system and provides general procurement advice.	ESAMI REDSO
Apr/May	ESAMI Director or his rep- resentative interviews selected case study specialists; negotiates contracts; discusses recruitment of two short-term instructors with USDA and other particular and institutional matters.	ESAMI
*Apr/May	ESAMI begins procurement of Project commodities	ESAMI and possibly REDSO
**Apr/May	ESAMI Management Initiate Contacts with other Institutions in Africa and Asia (this includes gathering data for the training assessment report on 15 regional countries)	ESAMI

<u>Date</u>	<u>Description of Action</u>	<u>Responsible Entity</u>
May	REDSO approves contracts between ESAMI and two case study specialists; opens Direct L/Comms	REDSO/ AID/W
May	PASA concluded with USDA	Office of Financial Mgmt. SER/CM/USDA
June	General Management Case Study Specialist arrives in Arusha	
Dec.	Training Assessment Report Completed and Distributed	ESAMI
<u>1983</u>		
May/Jun	Mid-Term Evaluation Complete	ESAMI/REDSO/AFR/RA U.S. Consultant
May/Jun	General Management Case Study Specialist Departs	
***May/June	USDA Instructors arrive in Arusha	
June	Agriculture case study specialist arrives in Arusha	
Nov/Dec	USDA Instructors Complete Assignment and depart Arusha	
<u>1984</u>		
Jan/Feb	All project commodities procured and delivered to ESAMI	ESAMI
May/June	End-of-Project Evaluation complete	ESAMI/REDSO/AFR/RA U.S. Consultant
May/Jun	Agriculture case study specialist completes assignment and departs Arusha	
Dec.	PACD	

- * Estimated time that procurement of project commodities will be initiated. It can be initiated a bit sooner or later without significant impact on the Project.
- ** Both ESAMI and REDSO feel it is highly desirable to have the training Assessment Report completed by Dec. 1982. Consequently, ESAMI will assure that this activity is initiated at a time to assure that the final report is completed by Dec. 1982.
- *** As this project is implemented ESAMI will determine the most appropriate time for utilizing the services of the two USDA Instructors. ESAMI will insure that these services are rendered and completed by no later than June 1983.

VI. Negotiating Status

The design of this project was undertaken with close collaboration with ESAMI Management. Possible project related problems and issues were discussed in full with ESAMI. Discussions were frank and thorough. ESAMI and the Design Team are in agreement that there does not exist at this time any serious problems or issues which would impede the timely implementation of this project or the attainment of its objectives.

The Design Team does not deem it necessary or appropriate to require the inclusion of any special conditions or covenants in the Draft Grant Authorization (see Annex C) for further incorporation into the Final Grant Agreement. Only those terms and conditions which are statutorily required will be incorporated in the Project Grant Agreement (PGA).

An Agreement establishing ESAMI has been acquired and made available to the REDSO/EA Regional Legal Advisor for use in the preparation of the PGA. ESAMI is not a particular developing country institution but a regional institution, and this will, of course, be reflected in the PGA.

DIRECTOR'S OFFICE



EASTERN & SOUTHERN AFRICAN MANAGEMENT INSTITUTE

P. O. Box 3030, Njiro Hill, ARUSHA, Tanzania

OR

P. O. Box 56628 NAIROBI, Kenya

Telephone 2881/5 ARUSHA, Tanzania - Telex 42076 EACOMI

Telegrams:- Performance

15 October, 1981

Mr. A.R. Love
 Director, REDSO/EA
 Agency for International Development
 P.O. Box 30261
NAIROBI
 Kenya

Dear Mr. Love,

Further to recent conversations that we have had with you, members of your staff, representatives of A.I.D. in Washington, and representatives of the U.S. Department of Agriculture, ESAMI has formulated a cost-effective program for strengthening ESAMI. If conscientiously effected, the program will enable ESAMI to expand and improve the quantity and quality of a range of services it provides to its eighteen member countries in the Eastern and Southern African Sub-region.

ESAMI therefore requests A.I.D. to provide a grant of \$500,000 to finance the costs of technical assistance, soft ware and equipment, travel and other costs necessary to attain the objectives of the program as specified below:

1. The undertaking and completion of a report on training needs and requirements of ESAMI's new fifteen member countries.
2. The development of a case study methodology teaching capacity within ESAMI and in some of its member countries and to acquire an expanded library of relevant African case studies designed to effect better understanding of African development problems through problem solving techniques.
3. To expand ESAMI's professional contacts with other African, Asian and U.S. Institutions to better insure cooperation and collaboration in the future so as to better resolve African development problems in an enhanced coordinated manner.

We have very much appreciated the assistance we have received from A.I.D. in the past and we look forward

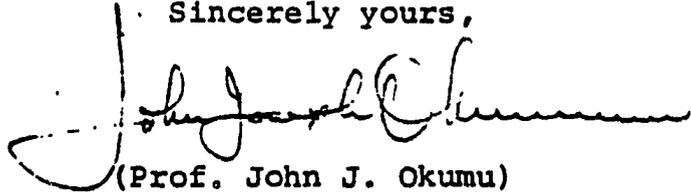
Mr. A.R. Love

-: 2 :-

15 October, 1981

to a continued beneficial working relationship with
A.I.D.

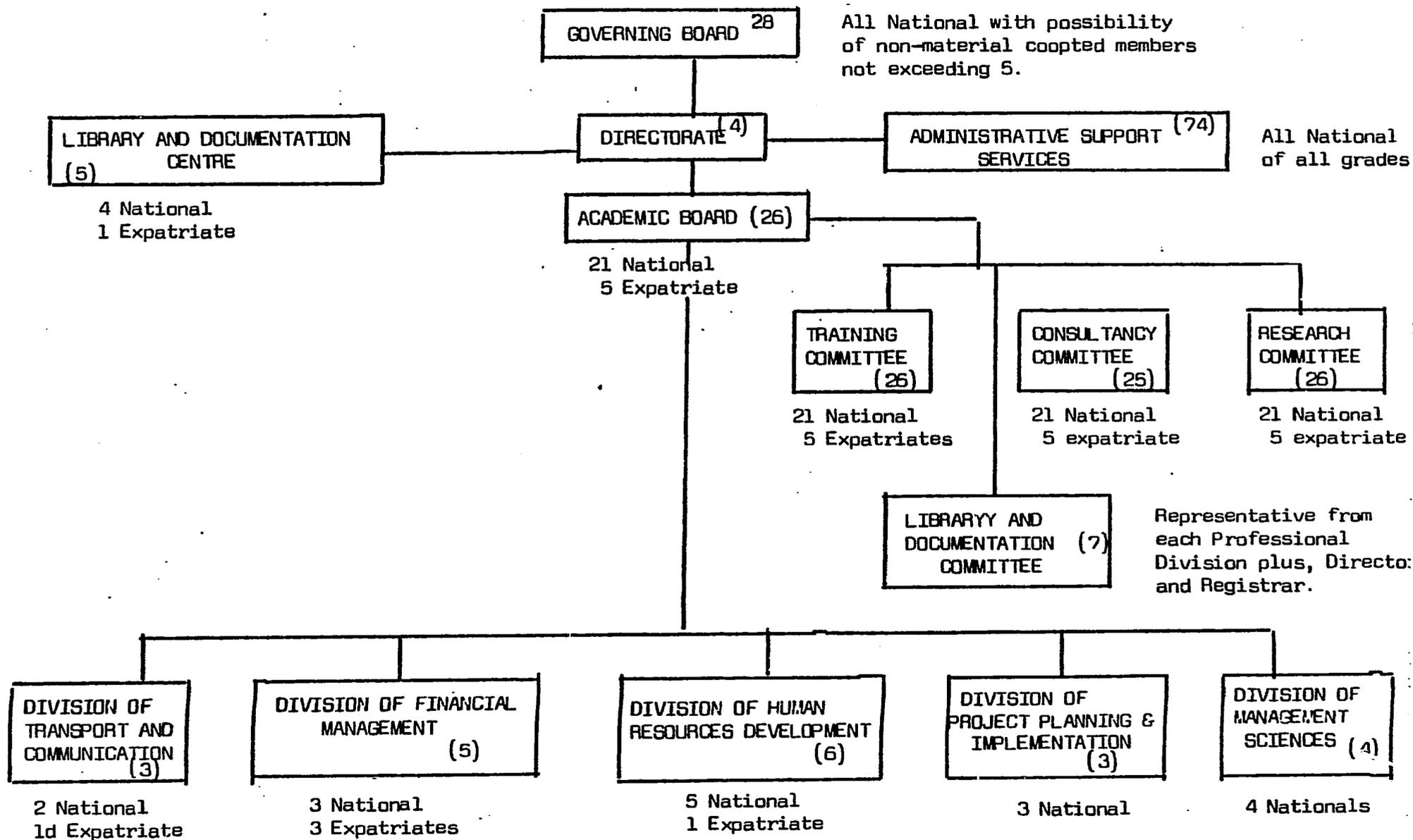
Sincerely yours,



(Prof. John J. Okumu)
DIRECTOR.

JJO/rl:

ESAMI ORGANIZATION CHART



35

D R A F T

PROJECT AUTHORIZATION

Name of Entities: Africa Regional Institutions
Name of Project: Support to Regional Organizations
Sub-Activity: Eastern and Southern African Management Institute (ESAMI)
Project No: 698-0413
Sub-Activity No: 698-0413.9

1. Pursuant to Section 106 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the ESAMI Core Support Project for ESAMI involving planned obligations of not to exceed \$500,000 in grant funds over a two-year period from date of authorization, subject to the availability of funds in accordance with the A.I.D. OYB/allotment process, to help in financing foreign exchange and local currency costs for the project.

2. The project consists of the provision of core or general support to ESAMI, a regional management training, research and consultancy center, to enable it to (a) undertake an assessment of the training, research and consultancy requirements of 15 new member countries, (b) develop relevant case study methodologies and (c) develop linkages to similar institutions in other countries. Project inputs will include financing in support of salaries, research, travel and commodities.

3. The Project Agreement which may be negotiated and executed by the officer(s) to whom such authority is delegated in accordance with A.I.D. regulations and Delegations

of Authority shall be subject to the following essential terms and covenants and major conditions, together with such other terms and conditions as A.I.D. may deem appropriate.

a. Source and Origin of Goods and Services.

Goods and services, except for ocean shipping, financed by A.I.D. under the project shall have their source and origin in countries included in A.I.D. Geographic Code 941, except as A.I.D. may otherwise agree in writing. Ocean shipping financed by A.I.D. under the project shall, except as A.I.D. may otherwise agree in writing, be financed only on flag vessels of countries included in Code 941.

Signature _____
Assistant Administrator

EJSpriggs:kew
17 Feb 1982

1

INCOME/EXPENDITURE STATEMENT FOR
THE YEAR 1979

INCOME

Subventions
Diploma
Accommodation and Catering
Bar Services
Laundry Services
Consultancy Services
Training and Professional fees.
Rents and Water
Interests Receivable
Miscellaneous Income
Research

	SHS.	SHS.
	1,500,000.00	
	1,200,000.00	
	4,703,825.00	
	550,000.00	
	6,000.00	
	1,000,000.00	
	6,185,300.00	
	98,645.00	
	6,000.00	
	491,025.00	
	<u>277,150.00</u>	
		16,018,440.00

EXPENDITURE

Director's Office
Maintenance Section
Housekeeping and Catering
Accounting and Internal Audit Unit
Transport Division
Library and Documentation
Board of Governors Expenses
Visual Aids and Printing Division
Management Development Division
Bar Services
Administration Division
Depreciation

	727,150.00	
	487,910.00	
	1,660,000.00	
	491,870.00	
	591,780.00	
	233,440.00	
	205,000.00	
	442,190.00	
	1,958,290.00	
	561,460.00	
	2,428,340.00	
	<u>659,977.00</u>	
	10,447,417.00	
	<u>180,000.00</u>	
		10,267,417

Closing Stock

Best Available Document

38

- 2 -

BALANCE SHEET AS AT 31ST DECEMBER 1979

	<u>AT COST</u>	<u>DEPRECIATION</u>	
	<u>SHS</u>	<u>SHS</u>	<u>SHS</u>
Fixed Assets	16,560,696.00	659,977.00	15,900,719.00
<u>CURRENT ASSETS</u>			
Cash in hand and at Bank	4,433,263.00		
Sundry Debtors	1,500,000.00		
Stock Balance	180,000.00	6,113,283.00	
<u>CURRENT LIABILITIES</u>			
Sundry Creditors		1,957,045.35	4,161,237.65
			20,061,998.65
<u>FINANCED BY:</u>			
Initial Capital and Surplus	14,310,933.65		20,061,998.65
Surplus for the year	5,751,923.00		

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39

CASH FLOW STATEMENT FOR THE YEAR 1979

	<u>SHS.</u>	<u>SHS.</u>
Opening Cash Balance 1-1-1979 - Clock Tower - Nairobi	(46,927.25) 535,857.55	
Deposits as at 1-1-1979	340,000.00	
Cash Float - Petty Cash Float	9,255.30	
Staff Advances Float	<u>2,000.00</u>	840,189.50
RECEIPTS		
Subvention for 1977/78	1,000,000.00	
Subvention for 1979	<u>1,500,000.00</u>	
Accommodation	4,703,825.00	
Bar Services	550,000.00	
Laundry Services	6,000.00	
Consultancy Services	1,000,000.00	
Training and Professional fees	6,165,800.00	
Rents and Motor	98,640.00	
Interest Receivable	6,000.00	
Miscellaneous	491,025.00	
Research	277,150.00	
Diploma	1,200,000.00	
Sundry Debtors	<u>1,953,115.75</u>	18,971,555.75
PAYMENTS:		19,611,745.55
Recurrent Expenditure	10,267,417.00	
Sundry Creditors 1978	1,952,845.35	
Capital Expenditure	<u>2,159,000.00</u>	15,376,462.35
		1,333,311.00

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40

INCOME AND EXPENDITURE STATEMENT FOR THE YEAR 1980

<u>INCOME</u>	<u>SHS.</u>	<u>SHS.</u>
Finance and Marketing Division	1,547,000.00	
Transport and Communication Management Division	894,500.00	
Human Resources Division	1,277,940.00	
Management Services Division	1,746,500.00	
Project Planning	3,649,740.00	
Post Graduate Diploma Programme	1,400,000.00	
Research and Consultancy	1,000,000.00	
Bar Services	600,000.00	
Contribution from 17 ECA Countries	<u>5,200,000.00</u>	17,315,680.00
<u>EXPENDITURE</u>		
Finance and Marketing	768,060.00	
Human Resources	832,800.00	
Management Services	752,540.00	
Transport Division	567,900.00	
Project Planning	1,083,780.00	
Director's Office	887,230.00	
Administration	2,872,370.00	
Accounting and Internal Audit	669,320.00	
Library and Documentation	295,140.00	
Visual Aids and Printing	425,740.00	
Housekeeping and Catering	2,085,500.00	
Bar Services	558,560.00	
Maintenance	506,300.00	
Transport Section	815,260.00	
Board expenses	215,000.00	
Depreciation	<u>554,300.00</u>	
	13,909,800.00	
Less Closing Stock	<u>150,000.00</u>	<u>13,759,800.00</u>
Projected Surplus		<u>3,555,880.00</u> =====

17

BALANCE SHEET AS AT 31ST DECEMBER, 1980

	<u>AT COST</u>	<u>DEPRECIATION</u>	<u>NET VALUE</u>
Fixed Assets	15,519,327.75	554,300.00	14,965,027.75
 <u>CURRENT ASSETS :</u>			
Cash in hand and at Bank	2,478,956.65		
Sundry Debtors	1,450,907.75		
Stock	150,000.00		
Provision for Car loans and advances	<u>400,000.00</u>	4,479,864.40	
 <u>CURRENT LIABILITIES :</u>			
Sundry Creditors		<u>1,129,001.40</u>	<u>3,350,863.00</u>
			<u><u>18,315,890.75</u></u>
 <u>FINANCED BY : -</u>			
Initial Capital and Surplus	14,760,019.75		
Surplus for the year	<u>3,555,880.00</u>		<u><u>18,315,890.75</u></u>

47

- 3 -

CASH FLOW STATEMENT FOR THE YEAR 1980

Opening cash Balance 1-1-1980	- Kampala	630,840.70	
	- Clock Tower	150,673.65	
	- Nairobi	138,631.85	
Fixed Deposit Account as at 1-1-80		100,000.00	
Petty Cash Balance		14,724.10	
Staff Advances float		<u>2,000.00</u>	1,036,870.30

INBLOW DURING 1980 :-

Finance and Marketing Division	1,547,000	
Transport and Communications Management	894,500	
Human Resources Division	1,277,940	
Management Services	1,746,500	
Project Planning Division	3,649,740	
Post Graduate Diploma Programme	1,400,000	
Research and Consultancy Projects	1,000,000	
Governments Subventions	5,200,000	
Bar Services	600,000	
Sundry Debtors	<u>1,450,907.75</u>	<u>18,766,587.75</u>
		19,803,458.05

OUTFLOW DURING 1980 :-

Recurrent Expenditure	13,355,500.00	
Sundry Creditors b/f 1979	1,129,001.40	
Capital Expenditure	2,440,000.00	
Provision for Car loans and Advances	<u>400,000</u>	<u>17,324,501.40</u>
Expected cash as at 31/12/80		2,478,956.65

43

Annex E

List of Member Countries

Served by

ESAMI

- | | | |
|-------------|----------------|---------------|
| 1. ANGOLA | 7. LESOTHO | 13. SOMALIA |
| 2. BOTSWANA | 8. MADAGASCAR | 14. SWAZILAND |
| 3. COMOROS | 9. MALAWI | 15. TANZANIA |
| 4. DJIBOUTI | 10. MAURITIUS | 16. UGANDA |
| 5. ETHIOPIA | 11. MOZAMBIQUE | 17. ZAMBIA |
| 6. KENYA | 12. SEYCHELLES | 18. SUDAN |

5C(1) - COUNTRY CHECKLIST

Listed below are statutory criteria applicable generally to FAA funds, and criteria applicable to individual fund sources: Development Assistance and Economic Support Fund.

Because this is a regional activity, the country checklist is not applicable.

A. GENERAL CRITERIA FOR COUNTRY ELIGIBILITY

- | | |
|---|-----|
| 1. <u>FAA Sec. 116.</u> Has the Department of State determined that this government has engaged in a consistent pattern of gross violations of internationally recognized human rights? If so, can it be demonstrated that contemplated assistance will directly benefit the needy? | N/A |
| 2. <u>FAA Sec. 113.</u> Has particular attention been given those programs, projects, and activities which tend to integrate women into the national economies of developing countries, thus improving their status and assisting the total development effort? | N/A |
| 3. <u>FAA Sec. 481.</u> Has it been determined that the government of the recipient country has failed to take adequate steps to prevent narcotic drugs and other controlled substances (as defined by the Comprehensive Drug Abuse Prevention and Control Act of 1970) produced or processed, in whole or in part, in such country, or | N/A |

transported through such country, from being sold illegally within the jurisdiction of such country to U.S. Government personnel or their dependents, or from entering the U.S. unlawfully?

4. FAA Sec. 620(b) If assistance is to a government, has the Secretary of State determined that it is not dominated or controlled by the international Communist movement? N/A

5. FAA Sec. 620(c). If assistance is to a government, is the government liable as debtor or unconditional guarantor on any debt to a U.S. citizen for goods or services furnished or ordered where (a) such citizen has exhausted available legal remedies and (b) the debt is not denied or contested by such government? N/A

6. FAA Sec. 620(e)(1). If assistance is to a government, has it (including government agencies or subdivisions) taken any action which has the effect of nationalizing, expropriating, or otherwise seizing ownership or control of property of U.S. citizens or entities beneficially owned by them without taking steps to discharge its obligations toward such citizens or entities? N/A

7. FAA Sec. 620(2), 620(f), 620D; Continuing Resolution Sec. 511, 512 and 513; ISICA of 1980 Secs. 717 and 721. N/A
Is recipient country a Communist country? Will assistance be provided to Angola, Cambodia, Cuba, Laos or Vietnam? (Food and humanitarian assistance distributed directly to the people of Cambodia are excepted.) Will assistance be provided to Afghanistan or Mozambique without a waiver? Are funds for El Salvador to be used for planning for compensation, or for the purpose of compensation, for the confiscation, nationalization, acquisition or expropriation of any agricultural or banking enterprise, or property or stock thereof?
8. FAA Sec. 620(i). Is recipient country in any way involved in (a) subversion of, or military aggression against, the United States or any country receiving U.S. assistance or (b) the planning of such subversion or aggression? N/A
9. FAA Sec. 620(j). Has the country permitted, or failed to take adequate measures to prevent, the damage or destruction, by mob action of U.S. property? N/A
10. FAA Sec. 620(k). Does the program furnish assistance in excess of \$100,000,000 for the construction of a N/A, No

productive enterprise, except for productive enterprises in Egypt that were described in the Congressional Presentation materials for FY 1977, FY 1980 or FY 1981?

11. FAA Sec. 620(1). If the country has failed to institute the investment guaranty program for the specific risks of expropriation, inconvertibility or confiscation, has the AID Administrator within the past year considered denying assistance to such government for this reason? N/A
12. FAA Sec. 620(m). Is the country an economically developed nation capable of sustaining its own defense burden and economic growth and, if so, does it meet any of the exceptions to FAA Section 620(m)? N/A
13. FAA Sec. 620(o); Fisherman's Protective Act of 1967, as amended, Sec. 5. If country has seized, or imposed any penalty or sanction against, any U.S. fishing activities in international waters, N/A
- a. has any deduction required by the Fisherman's Protective Act been made?
- b. has complete denial of assistance been considered by AID Administration?

14. FAA Sec. 620(q); Continuing Resolution Sec. 518. N/A
(a) Is the government of the recipient country in default for more than six months on interest or principal of any AID loan to the country? (b) Is the country in default exceeding one year on interest or principal on any U.S. loan under a program for which the Continuing Resolution appropriates funds?
15. FAA Sec. 620(s). If N/A
contemplated assistance is development loan or from Economic Support Fund, has the Administrator taken into account the percentage of the country's budget which is for military expenditures, the amount of foreign exchange spent on military equipment and the amount spent for the purchase of sophisticated weapons systems? (an affirmative answer may refer to the record of the annual "Taking into Consideration" memo: "Yes, taken into account by the Administrator at time of approval of Agency OYB." This approval by the Administrator of the Operations Year Budget can be the basis for an affirmative answer during the fiscal year unless significant changes in circumstances occur.)
16. FAA Sec. 620(t). Has the N/A
country severed diplomatic relations with the United States? If so, have they

been resumed and have new bilateral assistance agreements been negotiated and entered into since such resumption?

17. FAA Sec. 620(u). What is the payment status of the country's U.N. obligations? If the country is in arrears, were such arrearages taken into account by the AID Administrator in determining the current AID Operational Year Budget? N/A
18. FAA Sec. 620A; Continuing Resolution Sec. 521. Has the country aided or abetted, by granting sanctuary from prosecution to, any individual or group which has committed an act of international terrorism? Has the country aided or abetted, by granting sanctuary from prosecution to, any individual or group which has committed a war crime? N/A
19. FAA Sec. 666. Does the country object, on the basis of race, religion, national origin or sex, to the presence of any officer or employee of the U.S. who is present in such country to carry out economic development programs under the FAA? N/A
20. FAA Sec. 669, 670. Has the country, after August 3, 1977, delivered or received nuclear enrichment or N/A

reprocessing equipment, materials, or technology, without specified arrangements or safeguards? Has it detonated a nuclear device after August 3, 1977, although not a "nuclear-weapon State" under the nonproliferation treaty?

B. FUNDING SOURCE CRITERIA FOR COUNTRY ELIGIBILITY.

1. Development Assistance Country Criteria.

a. FAA Sec. 102(b)(4). Have criteria been established and taken into account to assess commitment progress of the country in effectively involving the poor in development, on such indexes as: (1) increase in agricultural productivity through small-farm labor intensive agriculture, (2) reduced infant mortality, (3) control of population growth, (4) equality of income distribution, (5) reduction of unemployment and (6) increased literacy.

N/A

b. FAA Sec. 104(d)(1). If appropriate, is this development (including Sahel) activity designed to build motivation for smaller families through modification of economic and social conditions supportive of the desire for large families in programs such as education in and out of school, nutrition, disease control, maternal and child health services, agricultural production, rural development,

N/A. However, By ESAMI providing better training, research and consultancy services to its member countries in Eastern and Southern Africa, its member countries should in the future be better able to plan, develop and implement family planning strategies.

assistance to urban poor and through community-based development programs which give recognition to people motivated to limit the size of their families?

2. Economic Support Fund
Country Criteria.

a. FAA Sec. 502B. Has the country (a) engaged in a consistent pattern of gross violations of internationally recognized human rights or (b) made such significant improvements in its human rights record that furnishing such assistance is in the national interest? N/A

b. FAA Sec. 532(f). Will ESF assistance be provided to Syria? N/A

c. FAA Sec. 609. If commodities are to be granted so that sale proceeds will accrue to the recipient country, have Special Account (counterpart) arrangements been made? N/A

d. FAA Sec. 620B. Will ESF be furnished to Argentina? N/A

5C(2) - PROJECT CHECKLIST

Listed below are statutory criteria applicable generally to projects with FAA funds and project criteria applicable to individual funding sources: Development Assistance (with a subcategory for criteria applicable only to loans); and Economic Support Fund.

CROSS REFERENCES: IS COUNTRY CHECKLIST
UP TO DATE?
HAS STANDARD ITEM
CHECKLIST BEEN
REVIEWED FOR THIS
PROJECT?

A. GENERAL CRITERIA FOR PROJECT.

1. Continuing Resolution
Unnumbered; FAA sec. 634A;
Sec. 653(b).

(a) Describe how authorizing and appropriations Committees of Senate and House have been or will be notified concerning the project;
(b) is assistance within "Operational Year Budget" country or international organization allocation reported to Congress (or not more than \$1 million over that amount)?

(a) Funding is provided under the AFR/RA Regional Organizations and the Congress has been notified of this activity.
(b) Yes.

2. FAA Sec. 611(a)(1). Prior to obligation in excess of \$100,000, will there be
(a) engineering, financial, other plans necessary to carry out the assistance, and
(b) a reasonably firm estimate of the cost to the U.S. of the assistance?

(a) Yes - See mini-Project Paper.
(b) Yes - See mini-Project Paper.

3. FAA Sec. 611 (a)(2). If further legislative action is required within recipient country, what is the basis for reasonable expectation that such action will be completed in time to permit orderly accomplishment of purpose of the assistance?

N/A

4. FAA Sec. 611(b); Continuing Resolution Sec. 501. If for water or water-related land resource construction, has project met the standards and criteria as set forth in the Principles and Standards for Planning Water and Related Land Resources, dated October 25, 1973? N/A
5. FAA Sec. 611(e). If project is capital assistance (e.g., construction), and all U.S. assistance for it will exceed \$1 million, has Mission Director certified and Regional Assistant Administrator taken into consideration the country's capability effectively to maintain and utilize the project? N/A
6. FAA Sec. 209. Is project susceptible of execution as part of regional or multilateral project? If so why is project not so executed? Information and conclusion whether assistance will encourage regional development programs. Yes. This is a regional project as ESAMI is a regional organization. By strengthening ESAMI, its member countries in Eastern and Southern Africa will better plan and manage regional development programs.
7. FAA Sec. 601(a). Information and conclusions whether project will encourage efforts of the country to: (a) increase the flow of international trade; (b) foster private initiative and competition; and (c) encourage development and use of cooperatives, and credit unions, and savings and loan associations; Because the central objective of ESAMI is to improve the performance and management effectiveness of public and private institutions and enterprises within its member states through management training, consultancies and research, most of these statutory objectives will be encouraged indirectly through this project.

(d) discourage monopolistic practices; (e) improve technical efficiency of industry, agriculture and commerce; and (f) strengthen free labor unions.

8. FAA Sec. 601(b). Information and conclusion on how project will encourage U.S. private trade and investment abroad and encourage private U.S. participation in foreign assistance programs (including use of private trade channels and the services of U.S. private enterprise).
- This is an institution-building project and the technical services are provided from the U.S. ESAMI desires to increase its clientele in the private sector and, if successful, in the future this should lead to further participation and better performance by the private sector in the economic development of its client countries in Eastern and Southern Africa.
9. FAA Sec. 612(b), 636(h); Continuing Resolution Sec. 508. Describe steps taken to assure that, to the maximum extent possible, the country is contributing local currencies to meet the cost of contractual and other services, and foreign currencies owned by the U.S. are utilized in lieu of dollars.
- N/A
10. FAA Sec. 612(d). Does the U.S. own excess foreign currency of the country and, if so, what arrangements have been made for its release?
- N/A
11. FAA Sec. 601(e). Will the project utilize competitive selection procedures for the awarding of contracts, except where applicable procurement rules allow otherwise?
- Yes.

12. Continuing Resolution Sec.

N/A

522. If assistance is for the production of any commodity for export, is the commodity likely to be in surplus on world markets at the time the resulting productive capacity becomes operative, and is such assistance likely to cause substantial injury to U.S. producers of the same, similar or competing commodity?

B. FUNDING CRITERIA FOR PROJECT

1. Development Assistance Project Criteria.

a. FAA Sec. 102(b), 111, 113, 281(a). Extent to which activity will
(a) effectively involve the poor in development, by extending access to economy at local level, increasing labor-intensive production and the use of appropriate technology, spreading investment out from cities to small towns and rural areas, and insuring wide participation of the poor in the benefits of development on a sustained basis, using the appropriate U.S. institutions; (b) help develop cooperatives, especially by technical assistance, to assist rural and urban poor to help themselves toward better life, and otherwise encourage democratic private and local governmental institutions; (c) support the self-help efforts of developing

This is an institution-building institute. To the extent that ESAMI is successful in providing training, research and consultancy services, its client countries should be in a better position to plan and develop development activities within their respective countries and should lead to improvements in items (a) through (d). Since ESAMI is a regional organization, it is encouraging regional cooperation [item (e)] by developing countries in Eastern and Southern Africa.

56

countries; (d) promote the participation of women in the national economies of developing countries and the improvement of women's status; and (e) utilize and encourage regional cooperation by developing countries?

b. FAA Sec. 103, 103A, 104, 105, 106, 107. Is assistance being made available: (include only applicable paragraph which corresponds to source of funds used. If more than one fund source is used for project, include relevant paragraph for each fund source.)

Financing is made available for this project by funds provided for AFR/RA Regional Organizations.

(1) [103] for agriculture, rural development or nutrition; if so (a) extent to which activity is specifically designed to increase productivity and income of rural poor; [103A] if for agricultural research, full account shall be taken of the needs of small farmers, and extensive use of field testing to adapt basic research to local conditions shall be made; (b) extent to which assistance is used in coordination with programs carried out under Sec. 104 to help improve nutrition of the people of developing countries through encouragement of increased production of crops with greater nutritional value, improvement of planning, research, and education with respect to nutrition,

N/A

particularly with reference to improvement and expanded use of indigenously produced foodstuffs; and the undertaking of pilot or demonstration of programs explicitly addressing the problem of malnutrition of poor and vulnerable people; and (c) extent to which activity increases national food security by improving food policies and management and by strengthening national food reserves, with particular concern for the needs of the poor, through measures encouraging domestic production, building national food reserves, expanding available storage facilities, reducing post harvest food losses, and improving food distribution.

(2) [104] for population planning under sec. 104(b) or health under sec. 104(c); if so, (i) extent to which activity emphasizes low-cost, integrated delivery systems for health, nutrition and family planning for the poorest people, with particular attention to the needs of mothers and young children, using paramedical and auxiliary medical personnel, clinics and health posts, commercial distribution systems and other modes of community research.

N/A

(4) [105] for education, public administration, or human resource development; if so, extent to which

N/A

activity strengthens non-formal education, makes formal education more relevant, especially for rural families and urban poor, or strengthens management capability of institutions enabling the poor to participate in development; and (ii) extent to which assistance provides advanced education and training of people in developing countries in such disciplines as are required for planning and implementation of public and private development activities.

(5) [106; ISDCA of 1980, Sec. 304] for energy, private voluntary organizations, and selected development activities; if so, extent to which activity is: (i) (a) concerned with data collection and analysis, the training of skilled personnel, research on and development of suitable energy sources, and pilot projects to test new methods of energy production; (b) facilitative of geological and geophysical survey work to locate potential oil, natural gas, and coal reserves; and (c) a cooperative program in energy production and conservation through research and development and use of small scale, decentralized, renewable energy sources for rural areas;

This project will enable ESAMI, a regional management institution, to provide better training, research and consultancy services to its client countries in Eastern and Southern Africa which will help attain the objectives in (i)(a).

(ii) technical cooperation and development, especially with U.S. private and voluntary or regional and international development, organizations;

Relations will initially develop between ESAMI and USDA and other educational institutions in the U.S., Asia and Africa.

(iii) research into, and evaluation of, economic development process and techniques;

Training courses under those subjects are presently being given by ESAMI and the content will be improved and expanded as appropriate.

(iv) reconstruction after natural or man-made disaster;

N/A

(v) for special development problems, and to enable proper utilization of earlier U.S. infrastructure, etc., assistance;

See (ii) above.

(vi) for programs of urban development, especially small labor intensive enterprises, marketing systems, and financial or other institutions to help urban poor participate in economic and social development.

ESAMI is endeavoring to provide its services to a large portion of the private sector of its client countries.

c. [107] is appropriate effort placed on use of appropriate technology? (relatively smaller, cost-saving, labor using technologies that are generally most appropriate for the small farms, small businesses, and small incomes of the poor.)

N/A

d. FAA Sec. 110(a). Will the recipient country provide at least 25% of the costs of

N/A

the program, project, or activity with respect to which the assistance is to be furnished (or has the latter cost-sharing requirement been waived for a "relatively least developed" country)?

e. FAA Sec. 110(b). Will grant capital assistance be disbursed for project over more than 3 years? If so, has justification satisfactory to Congress been made, and efforts for other financing, or is the recipient country "relatively least developed?"

No.

f. FAA Sec. 281(b). Describe extent to which program recognized the particular needs, desires, and capacities of the people of the country; utilizes the country's intellectual resources to encourage institutional development; and supports civil education and training in skills required for effective participation in governmental processes essential to self-government.

N/A

g. FAA Sec. 122(b). Does the activity give reasonable promise of contributing to the development of economic resources, or to the increase of productive capacities and self-sustaining economic growth?

Yes.

2. Development Assistance N/A
Project Criteria (Loans
Only)

a. FAA Sec. 122(b).
Information and conclusion
on capacity of the country
to repay the loan, at a
reasonable rate of interest.

b. FAA Sec. 620(d). If
assistance is for any
productive enterprise which
will compete with U.S.
enterprises, is there an
agreement by the recipient
country to prevent export
to the U.S. of more than
20% of the enterprise's
annual production during the
life of the loan?

3. Project Criteria Solely N/A
for Economic Support Fund.

a. FAA Sec. 531(a). Will
this assistance promote
economic or political
stability? To the extent
possible, does it reflect
the policy directions of
FAA Section 102?

b. FAA Sec. 531(c). Will
assistance under this chapter
be used for military, or
paramilitary activities?

5C(3) - STANDARD ITEM CHECKLIST

Listed below are the statutory items
which normally will be covered routinely
in those provisions of an assistance
agreement dealing with its implementation,
or covered in the agreement by imposing
limits on certain use of funds.

These items are arranged under the general headings of (A) Procurement, (B) Construction, and (C) Other Restrictions.

A. Procurement.

- | | |
|--|--|
| 1. <u>FAA Sec. 602.</u> Are there arrangements to permit U.S. small business to participate equitably in the furnishing of commodities and services financed? | The usual AID procedures will apply to the small amount of commodity procurement under this project. |
| 2. <u>FAA Sec. 604(a).</u> Will all procurement be from the U.S. except as otherwise determined by the President or under delegation from him? | The source of project commodities is Geographic Code 941. |
| 3. <u>FAA Sec. 604(d).</u> If the cooperating country discriminates against U.S. marine insurance companies, will commodities be insured in the United States against marine risk with a company or companies authorized to do a marine insurance business in the U.S.? | N/A |
| 4. <u>FAA Sec. 604(e); ISDCA of 1980 Sec. 705(a).</u> If offshore procurement of agricultural commodity or product is to be financed, is there provision against such procurement when the domestic price of such commodity is less than parity? (Exception where commodity financed could not reasonably be procured in U.S.) | N/A |

5. FAA Sec. 603. Is the shipping excluded from compliance with requirement in section 901(b) of the Merchant Marine Act of 1936, as amended, that at least 50 per centum of the gross tonnage of commodities (computed separately for dry bulk carriers, dry cargo liners, and tankers) financed shall be transported on privately owned U.S.-flag commercial vessels to the extent that such vessels are available at fair and reasonable rates? No.
7. FAA Sec 621. If technical assistance is financed to the fullest extent practicable, will such assistance, goods and professional and other services be furnished from private enterprise on a contract basis? If the facilities of other Federal agencies will be utilized, are they particularly suitable, not competitive with private enterprise, and made available without undue interference with domestic programs? Yes.
8. International Air Transport. Fair Competitive Practices Act, 1974. If air transportation of persons or property is financed on grant basis, will provision be made that U.S. carriers will be utilized to the extent such service is available? Yes.

9. Continuing Resolution Sec. 505. If the U.S. Government is a party to a contract for procurement, does the contract contain a provision authorizing termination of such contract for the convenience of the United States? N/A
- B. Construction.
1. FAA Sec. 601(d). If capital (e.g., construction) project are engineering and professional services of U.S. firms and their affiliates to be used to the maximum extent consistent with the national interests? N/A
2. FAA Sec. 611(c). If contracts for construction are to be financed, will they be let on a competitive basis to maximum extent practicable? N/A
3. FAA Sec. 620(k). If for construction of productive enterprise, will aggregate value of assistance to be furnished by the U.S. not exceed \$100 million? N/A
- C. Other Restrictions.
1. FAA Sec. 122(b). If development loan, is interest rate at least 2% per annum during grace period and at least 3% per annum thereafter? N/A
2. FAA Sec. 301(d). If fund is established solely by U.S. contributions and N/A

65

administered by an international organization, does Comptroller General have audit rights?

3. FAA Sec. 620(h). Do arrangements exist to insure that United States foreign aid is not used in a manner which, contrary to the best interests of the United States, promotes or assists the foreign aid projects or activities of the Communist-bloc countries? Yes.

4. Continuing Resolution Sec. 514. If participants will be trained in the United States with funds obligated in FY 1981, has it been determined either (a) that such participants will be selected otherwise than by their home governments, or (b) that at least 20% of the FY 1981 fiscal year's funds appropriated for participant training will be for participants selected otherwise than by their home governments? N/A

5. Will arrangements preclude use of financing?
 - a. FAA Sec. 104(f). To pay for performance of abortions as a method of family planning or to, motivate or coerce persons to practice abortions; to pay for performance of involuntary sterilization as a method of family planning, or to coerce or provide financial incentive to any person to undergo sterilization? Yes.

66

- b. FAA Sec. 620(g). To compensate owners for expropriated nationalized property. Yes.
- c. FAA Sec. 660. To provide training or advice or provide any financial support for police, prisons, or other law enforcement forces, except for narcotics programs? Yes.
- d. FAA Sec. 662. For CIA activities? Yes.
- e. FAA Sec. 636(i). For purchase, sale, long-term lease, exchange or guaranty of the sale of motor vehicles manufactured outside U.S., unless a waiver is obtained. Yes.
- f. Continuing Resolution Sec. 504. To pay pensions, annuities, retirement pay, or adjusted service compensation for military personnel. Yes.
- g. Continuing Resolution Sec. 506. To pay U.N. assessments, arrearages or dues. Yes.
- h. Continuing Resolution Sec. 507. To carry out provisions of FAA section 209(d) (Transfer of FAA funds to multilateral organizations for lending.) Yes.

i. Continuing Resolution Sec 509. To finance the export of nuclear equipment fuel, or technology or to train foreign nationals in nuclear fields? Yes.

j. Continuing Resolution Sec. 510. Will assistance be provided for the purpose of aiding the efforts of the government of such country to repress the legitimate rights of the population of such country contrary to the Universal Declaration of Human Rights? No.

k. Continuing Resolution Sec. 516. To be used for publicity or propaganda purposes within U.S. not authorized by Congress? No such use authorized.

ORGANISATIONS PROVIDING SUPPORT TO ESAMI
1980/81

1. UND:
 - a. US \$700,000
 - b. Duration: June 1980 - June 1982
 - c. Nature: Staff Support, Equipment, and books; Fellowships for Institute's staff development.

2. ODA (Overseas Development Administration of the United Kingdom):
 - a. Two technical Assistance Staff in Financial Management.
 - b. Approximately as follows:
 - 1979/80 sterling £80,000
 - 1980/81 sterling £80,000

3. CFTC (Commonwealth Fund for Technical Cooperation):
 - a. Health Care Management US\$50,000 fellowships for participants
 - b. US\$5,000 fellowships support for participants in Transport & Communications Management Courses
 - c. Sterling £40,000 to support one senior expert in Human Resources Development.

4. Carnegie Corporation, New York:
 - a. \$54,000 to support training programme on "Development Planning and Women".

5. Ford Foundation:
 - a. \$74,000 support for participants fellowships for "Development Planning and Women" and teaching materials for same Course and Resource personnel.
 - b. \$40,000 to support top executive workshop (Permanent Secretaries) on "Development Planning and Women".

6. Rockefeller Foundation:
 - a. \$25,000 to support development of teaching materials for "Development Planning and Women".

7. Canadian Government:
 - a. \$21,000 to support participants fellowships attending Transport and Communications Management Course.

8. German Government:
 - a. Approximately \$200,000 to support participants fellowship and resource personnel in field of Management Information Systems and Electronics Data Processing.

9. UNIDO:
 - a. Provides resource personnel in Industrial Management to start before end of 1981.

10. ITC (International Trade Centre, Geneva):
 - a. Approximately \$300,000 to support participant fellowships in Export Marketing and Trade Promotion and provides resource personnel in same field. Project starts in November 1981.

11. EDI (Economic Development Institute of the World Bank, Washington D.C.)

Has provided teaching materials and equipment for following Courses:

 - a. Transport and Communications Management.
 - b. Industrial and Agro-Industrial Project Planning, Evaluation and Management.
 - c. Agricultural Management.

They have also provided one resource personnel for the Agricultural Management Course. The total value of their contribution for this year has not yet been sent to us but we could send you the information as soon as we receive it from Washington. Two of these Courses are currently in residence at the Institute.

12. ILO - has provided course support and resource personnel in Construction Management the value of which is approximately \$20,000. This is on the conservative side.

13. WHO - has provided \$54,000 to support the Health Management Course especially for teaching materials and fellowships.

14. Foundation for International Training, Canada, has provided resource personnel in Transport, Manpower Development and in Industrial Consultancy and Management. I have not yet received information from Ottawa as to actual costs they have incurred.
15. United Nations Economic Commission for Africa has provided resource personnel in the Training of Trainers and in the area of Transport.

POSITION: CASE WRITING AND MANAGEMENT CONSULTANCY SPECIALIST

STATION: EASTERN AND SOUTHERN AFRICAN MANAGEMENT INSTITUTE, ARUSHA,
TANZANIA

DURATION: 12 MONTHS

STARTING:

SALARY: TO BE NEGOTIATED (NO TANZANIAN TAXES)

OTHER INFORMATION: FULL DIPLOMATIC PRIVILEGES AND IMMUNITIES

QUALIFICATIONS:

1. M.B.A. or Ph.D In Business Administration.
2. Not below the rank of an associate professor.
3. Must have supervised/written at least ten cases in any of the core areas of management with not less than 4 in the area of General Management. Such cases should be listed with a case clearing house.
4. Must have some experience as a case writing instructor.
5. Must have several years of consulting experience as either in Government or private sector or both.
6. Some working experience in a developing environment is desirable.

DUTIES:

1. Provide instruction in case writing.
2. Provide instructions in the teaching by the case method.
3. To supervise students to write cases.
4. To set up a case clearing house for the Institute.
5. To design and deliver courses in management consultancy techniques and practices.

POSITION: AGRO BUSINESS CASE WRITER

STATION: EASTERN AND SOUTHERN AFRICAN MANAGEMENT INSTITUTE, ARUSHA,
TANZANIA

DURATION: 12 MONTHS

STARTING:

SALARY: TO BE NEGOTIATED (NO TANZANIAN TAXES)

OTHER INFORMATION: FULL DIPLOMATIC PRIVILEGES AND IMMUNITIES

- QUALIFICATIONS:**
1. M.S./M.B.A. or Ph.D. In Agro Business.
 2. Not below the rank of an Associate Professor or Equivalent.
 3. Must have supervised/written at least 10 cases in most of the areas of Agro-Business.
 4. Some experience as a case writing instructor and some experience in the developing world desirable.

- DUTIES:**
1. Provide instructions on case writing
 2. Provide instructions on teaching by the case method.
 3. To supervise students to write cases.
 4. To help set up a case clearing house at the Institute.
 5. To help design and deliver courses in the Agro-Business area at the Institute as the Director might specify from time to time.
 6. To set up a case clearing house for the Institute.
 7. To set up and deliver courses in case writing for students in the field and practice.

THE EASTERN AND SOUTHERN AFRICAN MANAGEMENT INSTITUTE

SERVICE REGULATIONS

ARUSHA, TANZANIA

MARCH, 1981

9206

C O N T E N T S

Page

Section A	<u>PROVISIONS</u>	1
A.1.	<u>General</u>	1
A.2.	<u>Proprietary Rights</u>	1
A.3.	<u>Definitions</u>	1
Section B	<u>APPOINTMENTS</u>	5
B.1.	<u>Appointments</u>	5
B.2.	<u>Promotions</u>	7
Section C	<u>DISCIPLINE</u>	8
C.1.	<u>Discipline</u>	8
C.2.	<u>Misconduct: (Handling of Misconduct)</u>	8
C.3.	<u>Board of Inquiry</u>	9
C.4.	<u>Damage to and Loss of Property</u>	9
C.5.	<u>Appeals</u>	10
Section D	<u>DUTIES, OBLIGATIONS AND CONDUCT</u>	12
D.1.	<u>Performance of Duties</u>	12
D.2.	<u>Obligations</u>	12
D.3.	<u>Conduct of Members of Staff</u>	14
Section E	<u>DIPLOMATIC PRIVILEGES AND IMMUNITIES</u>	16
E.1.	<u>Diplomatic Privileges and Immunities</u>	16
Section F	<u>CLASSIFICATION STANDARDS AND SALARIES</u>	17
F.1.	<u>Classification Standards</u>	17
F.2.	<u>Salaries</u>	17
Section G	<u>LOANS-SCHMES</u>	20
G.1.	<u>Source of Funds</u>	20
G.2.	<u>Application and Agreement Conditions</u>	20
G.3.	<u>Car Loan Conditions</u>	20
G.4.	<u>Furniture and Electrical Equipment Loan-Conditions</u>	21
Section H	<u>ALLOWANCES</u>	22
H.1.	<u>House Allowance</u>	22
H.2.	<u>Subsistence Allowance</u>	22

75

Section H	<u>ALLOWANCES - Continued</u>	
H.3.	Acting/Duty Allowance	24
H.4.	Responsibility Allowance	24
H.5.	Entertainment Allowance	25
H.6.	Education Allowance	25
H.7.	Training Allowance	26
Section I	<u>L E A V E</u>	27
I.1.	Annual Leave	27
I.2.	Accumulation of Annual Leave	28
I.3.	Unauthorised Leave of Absence	28
I.4.	Advance Annual Leave	28
I.5.	Sick Leave	28
I.6.	Leave Without Pay	30
I.7.	Maternity Leave	30
Section J	<u>TRAVEL EXPENSES - PART I: PASSAGE</u>	31
J.1.	Annual Leave	31
J.2.	Duty	31
J.3.	First Appointment and Cessation of Appointment	32
J.4.	Resignation	32
J.5.	Dismissal	33
J.6.	Death	33
J.7.	Student Travel	33
	<u>TRAVEL EXPENSES - PART II: EXCESS BAGGAGE</u>	33
J.8.	Baggage Allowance	33
J.9.	Transport of Private Vehicle	34
	<u>TRAVEL EXPENSES - PART III: MISCELLANEOUS</u>	34
J.10.	Insurance	34
	<u>TRAVEL EXPENSES - PART IV: TEMPORARY/CASUAL STAFF</u>	35
J.11.	Temporary/Casual Staff	35

Section K SOCIAL SECURITY

- K.1. Pension Scheme
- K.2. Gratuity
- K.3. Medical Expenses
- K.4. Compensation for Disability or Death

Section L CESSATION OF SERVICE

- L.1. Termination
- L.2. Notice of Termination
- L.3. Termination Due to Ill-Health 3
- L.4. Resignation 31
- L.5. Notice of Resignation 39
- L.6. Expiration of Fixed Term Appointment 39
- L.7. Retirement 40

Section M STAFF RELATIONS 41

- M.1. Staff Relations 41

Section N APPOINTMENTS COMMITTEES 42Section O REVIEW OF SERVICE REGULATIONS 42

SECTION A - PROVISIONS

A.1 General:

These Service Regulations have been issued by the Governing Board under the powers conferred upon it by the Provisions of Article V(3)j of the Agreement establishing the Eastern and Southern African Management Institute.

A.1.1 Unless otherwise provided in the Service Regulations or elsewhere, these regulations apply to all members of staff of the Eastern and Southern African Management Institute.

A.1.2 Every member of staff to whom these Service Regulations apply holds his appointment, unless it is otherwise provided by law, subject to the terms of his letter of appointment and subject to the Service Regulations and Rules as shall be applicable.

A.1.3 The Director may delegate, either generally or in particular, to any member of staff any power exercisable by him and/or duty imposed on him by the Governing Board of the Eastern and Southern African Management Institute.

A.1.4 These Service Regulations may be amended by the Governing Board in a manner consistent with the policies of the same body.

A.1.5 Unless otherwise stated in these Service Regulations a local member of staff and temporary member of staff shall enjoy the rights and privileges provided in the Labour and Security of Employment Laws of the United Republic of Tanzania in respect of employees in those categories.

A.1.6 Unless otherwise provided for in these regulations all words implying the masculine gender shall include the feminine gender and words in the singular include the plural and words in the plural include the singular.

A.1.7 The day-to-day interpretation of these Regulations shall be done by the Director for purposes of enforcing the same. However, where there is a dispute as to the correct interpretation of the regulations the same shall be referred to the Governing Board whose decision thereon shall be final.

A.2 Proprietary Rights:

A.2.1 All proprietary rights, including titles, copyrights and patent rights, in any work produced by a member of staff as part of his official duties shall be vested in the Eastern and Southern African Management Institute.

A.3 Definitions:

A.3.1 In these Regulations:

a. "AGREEMENT" means the Agreement Establishing the Eastern and Southern African Management Institute.

b. "Appointment" means the conferment of an office of emolument in the service of the Institute whether or

not subject to subsequent confirmation, upon a person not yet in the service of the said Institute - or the grant of permanent and pensionable terms to a member of staff in the Institute's service hitherto on other terms or the engagement in the service of the Institute on the conclusion of the member of staff's previous period of engagement on contract terms of service for a further period of service on contract terms.

c. "Casual Employee" means a person hired in time of emergency when it is not feasible to follow normal recruitment procedures and hired on hourly or daily wages. Such a person is not entitled to any other additional privileges or benefits apart from his wages and his services may be terminated at any time.

d. "Child" means a child including a step child and legally adopted child, whose name is registered with the Institute and who is under the age of 21 years, unmarried and dependent upon the member of staff. However, the child will also mean one who is beyond 21 years so long as he is still schooling, unmarried and dependent upon and living with the member of staff.

e. "Contracting Governments", means the Governments of Comoros, Djibouti, Kenya, Tanzania, Uganda, Zambia and any other governments which shall become a contracting party to the Agreement.

f. "Day" means a period of twenty-four hours.

g. "Director" means the principal executive officer of the Institute appointed by the Governing Board and includes the official acting or deputising for him during his absence.

h. "Duty Station" means the Headquarters of the Institute or any other place in the sub-region to which a member of staff may be posted other than on temporary duty or assignment or task.

i. "Family" means a spouse duly registered with the Institute and up to six children.

j. "Fixed Term Appointment" means an appointment in the service of the Institute for a stipulated period of service. The period so stipulated shall be expressed in terms of calendar months.

k. "Governing Board" means the governing body of the Institute representing all the contracting

governments as stipulated in Article VI of the agreement.

1. "Headquarters Agreement" means the Agreement signed between the Government of the United Republic of Tanzania and the Institute defining the position or the status of the Institute in Tanzania and according to it diplomatic privileges and immunities.

m. "Institute" means the Eastern and Southern African Management Institute.

n. "International Staff" means a person employed by the Institute and who enjoys diplomatic privileges and immunities as stipulated in Article VII of the Headquarters Agreement.

o. "Junior Officer" means a member of staff in the service of the Institute appointed to or holding a post in the said service carrying a salary scale MIS 8 and below.

p. "Local Staff" means a person employed by the Institute and who does not enjoy diplomatic privileges and immunities as stipulated in Article VII of the Headquarters Agreement.

q. "Member of Staff" means a person employed in the service of the Institute and it includes a person on temporary employment in the said services.

r. "Month" for purposes of computation means a period not exceeding thirty days notwithstanding calendar calculations for a calendar month.

s. "Permanent Staff" means a member of staff who is employed for an indefinite but long enough period to qualify him for a pension or a full provident fund entitlement in terms of the Pension Fund or Provident Fund Schemes in the Institute.

t. "Professional Staff" means all academic and senior administrative staff who by virtue of their qualifications and work experience lecture, consult and research and undertake other professional duties as may be deemed necessary from time to time.

u. "Promotion" means the conferment upon a person in the service of the Institute of an office or post to which is attached a higher salary or higher salary scale than that attached to the office or post to which he was last substantively appointed.

v. "Salary Review" means an increase or decrease in salary of a member of staff or a general review of

salary scales which may involve streamlining, lowering or upgrading classification of certain posts.

W. "Senior officer" means a member of staff in the service of the Institute appointed to or holding a post in the said service carrying a salary in the salary scale MIS 9 and above.

X. "Short-Term Consultant" means a member of staff who joins the service in the Institute on temporary terms and for a specific assignment of lecturing or carrying out consultancy work for or at the Institute. His terms and conditions of service during that temporary short period shall be specifically defined in his contract or letter of appointment.

Y. "Sub-region" means areas covered by the 17 countries of Eastern and Southern Africa, as detailed in paragraph (a) of the preamble to the Agreement.

Z. "Temporary Duty Station" means performance of an assignment or task or duty at station other than the member of staff's duty station.

aa. "Temporary Staff" means a member of staff who hitherto not being a regular employee of the Institute is employed for short period not exceeding one year of continuous service or who has been hired to fill a position vacated by an employee who is absent on an authorized leave of absence; and whose salary is computed hourly or daily or weekly and who is not entitled to any other additional benefits by way of remuneration or to any privileges normally enjoyed by regular members of staff in his category, except as prescribed in his letter of Appointment.

bb. "Working Day" means a period in a day calculated from the official time to report for work to the official time to clock off duty.

cc. "Year" means a period of twelve complete months.

SECTION B - APPOINTMENTS

B.1. Appointments:

B.1.1 Appointments, promotions, rewards and awards for employees in the service of the Institute shall be the ultimate responsibility of the Governing Board exercisable by the Director on behalf of the said Governing Board.

B.1.2 The Governing Board shall, either through itself or through its committee, sitting as a Board Appointments Committee appoint, promote, increase salary, give rewards and/or awards for employees in the service of the Institute in salary scale MIS 12 and above.

B.1.3 The Governing Board shall delegate its powers of appointing, promoting, increasing salary, reward and award for employees in the service of the Institute to the Management Appointment and Promotions Committee in respect of members of staff on a salary scale MIS 1 to MIS 11 inclusive. The Management Appointments and Promotions Committee shall operate under the chairmanship of the Director or of another Senior Staff nominated by the Director in that behalf.

B.1.4 The Management Appointments Committee shall consist of all the Heads of Divisions at the Institute including the Director and the Registrar and it shall operate with a quorum of three of its membership sitting for purposes of either appointments or promotion or increment of salary, reward or award.

B.1.5 The Management Appointments and Promotions Committee may delegate its powers of appointing, promoting, increasing salary, reward and award for employees in the service of the Institute to a committee or officer in respect of members of staff at salary scales to be specified in the instrument of delegation.

B.1.6 A member of staff in the Institute shall be appointed, promoted, his salary increased, awarded and rewarded, by Governing Board or by the Director through the appropriate Appointments Committee as provided hereinabove. The decisions of Appointments Committees shall be reached by a resolution passed by the majority of the members of the respective Appointments Committee sitting or present in the meeting.

B.1.7 In considering appointments, promotions, salary increase rewards and awards, the relevant Appointments Committee shall disregard considerations of religion, sex, political inclinations or nationality but it shall take into account as might be appropriate, inter alia, the age, the relevant experience,

seniority, length of service at the Institute, relevant qualifications of the candidate or staff member under consideration.

B.1.8: Appropriate Appointments Committee shall, as far as possible, fill vacancies through such open competitive methods of advertisement of the said vacancies; short listing; grading at the time of interviews, and selection as may be considered most suitable in the circumstances prevailing and as laid down by the Institute providing that candidates for filling vacancies in the service of the Institute shall be sought from the following sources:-

- (i) Persons already in the service of the Institute;
- (ii) Persons already in the service of the contracting governments;
- (iii) Persons from the general public when applicable and appropriate, after public announcement of staff vacancies.

B.1.9: Before appointment, a candidate shall be required to undergo a medical examination by a medical practitioner approved by the Institute. The appointment shall be conditional upon the member of staff being passed fit for service with the Institute.

B.1.10: The terms and conditions of appointment shall be contained in letters of appointment issued to members of staff by the Director and shall be supplemental to the terms and conditions provided by these Service Regulations.

B.1.11: Appointments shall be subject to confirmation after a probationary period as specified in the letter of appointment and which in no case shall exceed twelve months otherwise the services of the member of staff shall be terminated as unsatisfactory.

B.1.12: An international or professional member of staff confirmed in his appointment shall be engaged for an initial period of three years. The appointment shall be renewable by mutual consent. The member of staff shall make a written application to the Director for a further three years tour of service at least three months before his current tour expires in order to allow time to complete administrative processes for the intended renewal of contract.

B.1.13: A local member of staff confirmed in his appointment unless he is serving on contract terms shall continue to serve from the date of issue of his letter of appointment until such time as notification of termination shall be given either by the member of

staff or by the Institute, or until he is retired or until he is dismissed or until he resigns.

B.1.14 Depending on the level of the post sought to be filled by a local member of staff in the service of the Institute and provided the Institute is so disposed, a local member of staff may choose to serve on permanent terms of service as provided in Service Regulation B.1.13 hereinabove or to serve as on a Fixed Term Appointment.

B.2 Promotion:

B.2.1 When a post becomes vacant, first consideration be given to the possibility of promoting a suitably qualified member of staff in the service of the Institute.

B.2.2 On being awarded a promotion the member of staff shall be advised by letter containing all details of the promotion. The effective date of the employee's promotion becomes his new incremental date.

B.2.3 Before a member of staff is promoted, a performance appraisal form must be completed by the employee's supervisor at least one month before the employee is considered for promotion. The question of possible promotion shall be submitted through the Director to the appropriate Appointments Committee as provided in Service Regulation B.1 hereinabove. However, performance appraisal must be a continuous process.

B.2.4 It is of the utmost importance that every member of staff rating be discussed privately with the member of staff by the supervisor. The supervisor shall discuss both the employee's strong points and weaknesses in the execution of his official duties as indicated by the appraisal. At the conclusion of the appraisal interview the employee should have a clear understanding of how his performance is evaluated by his supervisor and the employee should acknowledge that he has seen his appraisal.

B.2.5 The supervisor shall submit his appraisal reports together with his recommendations to the appropriate Appointments Committee as provided in Service Regulation B.1 hereinabove.

SECTION C - DISCIPLINE

C.1 Discipline:

C.1.1 The Director shall have disciplinary control over all members of staff, including the power of dismissal subject to Service Regulations (C.3.1) and (C.5.1) and in case of Local Staff also subject to the applicable laws in the United Republic of Tanzania.

C.1.2 Serious pecuniary embarrassment from whatever cause will be regarded as necessarily impairing the efficiency of a member of staff and rendering him liable to disciplinary proceedings at the discretion of the Director.

C.1.3 A member of staff shall not be absent from duty without permission. If he so absents himself for more than 48 hours, he shall be regarded as having vacated his post, unless sufficient justification shall be provided.

C.2 Misconduct: (Handling of a Misconduct):

C.2.1 When it is presented to the Director that a member of staff as committed a misconduct, which for the purpose of these Service Regulations includes gross negligence of duty, refusal to carry out a reasonable order; negligent or wilful destruction of the property of the Institute; acting against the interests of the Institute; abuse of diplomatic privileges and immunities; violation of the laws of the United Republic of Tanzania, conviction by a court of law of an offence involving moral turpitude; behaviour embarrassing to the good standing of the Institute; gross negligence to the member of staff's family duly registered with the Institute; violation of any Service Regulation; being in serious pecuniary embarrassment, the Director shall cause the appropriate Appointing Authority to carry out an investigation through a Board of Inquiry constituted for that purpose into the matter in such manner as shall be considered desirable and appropriate. When any such investigation is made the member of staff shall be entitled to know the whole case against him and shall have an adequate opportunity throughout of making his defence before the said Board of Inquiry.

The Board of Inquiry shall report its findings and recommendation to the appropriate Appointing Authority which constituted it. And the said appropriate Appointing Authority shall discuss the report and make its recommendation to the Director.

C.2.2 Upon receiving a Report and Recommendation from the Appointments Committee, the Director shall, in case of

85

Governing Board appointee submit his own report and his recommendation to the Chairman of the Governing Board who shall take action as he shall deem fit on behalf of the Governing Board. And in case of other members of staff, the Director shall take action as he shall deem it fit, and impose any one of the following disciplinary measures:-

- (i) Written reprimand;
- (ii) Suspension without wages for a period not exceeding 20 days in case of casual employees;
- (iii) Stoppage or deferment of an increment for a period of not more than two years;
- (iv) Withholding salary not exceeding one month's salary;
- (v) Termination or refusal to renew contract;
- (vi) Dismissal, in which event the member of staff shall forthwith cease duty, pay privileges and fringe benefits.

C.3 Board of Inquiry:

C.3.1 No staff member may be dismissed unless the appropriate Appointing Authority as provided in Service Regulation C.2 hereinabove has constituted a Board of Inquiry to investigate the charge of misconduct and the said investigation has actually been carried out and a report and recommendation made provided:-

- (i) If any witnesses are called to give evidence the member of staff shall be entitled to be present and to put questions to such witnesses;
- (ii) The member of staff may call witnesses in his own defence;
- (iii) No documentary evidence shall be used against the member of staff unless he has previously been provided with a copy thereof or unless he has been given access thereto;
- (iv) The member of staff shall be notified in writing of the grounds or charges upon which it is intended to dismiss him and he shall be informed in advance the likely adverse consequences upon him should he be found guilty of those grounds or charges of misconduct.

C.4 Damage to and Loss of Property:

C.4.1 In any case where proceedings under these Service Regulations are taken against a member of staff for

86

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 members of staff who are charged with the care and control of the Institute's property shall be held responsible for any loss of, removal or damage to any property of the Institute, the Director may, in addition to or in substitution of any punishment provided in these Service Regulations, order the member of staff to reimburse the Institute the cost or part of the cost of such loss or damage or any part thereof attributable to him. This may be done notwithstanding that the member of staff has been charged in a court of law and acquitted of the alleged misconduct.

C.4.2 Any employee entrusted with Institute property is responsible for its proper care and economical use. Defective or inadequate equipment should be reported to the responsible supervisor.

C.4.3 Institute's tools, materials, and equipment or any movable property may not be removed from their usual place without authorisation.

C.5 Appeals:

Any member of staff against whom disciplinary measures have been taken under these Service Regulations may appeal within one month to the Governing Board in writing through the Chairman of the said Governing Board, stating the grounds on which his appeal is based. The Governing Board shall have the power to set aside or reduce any punishment imposed by the Director under these Service Regulations. The decision of the Governing Board on appeal, or in the case of Governing Board appointee in the first instance, shall be final in so far as the Institute shall be concerned. But in the case of Local Staff, the member of staff may follow the procedure laid down by the laws of the United Republic of Tanzania in that regard. However, this procedure or recourse shall be followed only after exhausting the procedures and processes laid down by the Institute as provided in this Service Regulation.

Service of Notice (iii)
 Where under these Service Regulations:-

(a) it is necessary either to serve any notice, charge, or other document upon a member of staff or to communicate any information to any member of staff having absented himself from duty; and

(b) it is not possible to effect such a service upon or communicate such information to such member of staff personally.

87

SECTION D - DUTIES, OBLIGATIONS AND CONDUCT

D.1 Performance of Duties:

D.1.1 A member of staff is an employee of the Eastern and Southern African Management Institute and his responsibilities, outlook and orientation are exclusively international. By accepting appointment he pledges himself to discharge his duties and functions and to regulate his conduct and his public relations with the interests of the Institute in the forefront of his mind.

S/A.....
D.1.2 A member of staff shall be subject to the authority of the Director and subject to reasonable orders, assignments, activities, duties, transfers, or tasks given to him by the Director, commensurate to the official level of the member of staff in question. He is responsible to him for the exercise and performance of his duties, for his overall conduct, his public relations; his promotion of the good image of the Institute and he is answerable to the said Director through his appropriate immediate representatives.

D.1.3 A member of staff (including a temporary member of staff) may be required to travel on duty outside or within the sub-region in the interest of the Institute as it shall be determined by the Director.

D.1.4 The remuneration of a member of staff is paid on the assumption that his full time is at the disposal of the Institute.

D.1.5 The Director shall establish normal official working hours to be observed and subject to changes caused by the requirements and exigencies of the services at the Institute.

D.1.6 In the performance of his duties a member of staff shall neither seek nor accept instructions from any government or from any other authority external to the Institute.

D.2 Obligations:

D.2.1 A member of staff shall exercise the utmost discretion in regard to all matters of official business. He shall neither communicate to any person outside the Institute any information known to him by reason of his official position and which information has not been made public on authority of the Director or the Chairman of the Governing Board, nor shall he use such information to private advantage. This obligation does not cease when a member of staff leaves the service of the Institute. Certain categories of members of staff shall be

89

required to sign an oath of secrecy on appointment on a prescribed form.

D.2.2 A member of staff shall not accept any honour, decoration, favour, gift, scholarship, sponsorship, consultancy assignment, or remuneration from any source external to the Institute without first obtaining approval of the Chairman of the Governing Board or of the Director as it shall be appropriate. The Chairman of the Governing Board or the Director in giving the approval as he shall deem it fit may impose certain conditions in the interests of the Institute.

D.2.3 Regulation D.2.2 does not preclude a member of staff from accepting and declaring to the Director reimbursement of actual travel and/or subsistence expenses for participating in any assignments or duties outside his normal official duties in the Institute, providing that those assignments or duties had the prior authorisation by the Director.

D.2.4 A member of staff who becomes a candidate for a public office of a political nature shall resign from the Institute's service on his registration as a candidate and he shall be subject to these Service Regulations as regards resignation.

D.2.5 A member of staff may exercise his right to vote in public elections but he shall not engage in any political activity which is inconsistent with or might reflect upon the independence and impartiality required by his status as international civil servant. If this condition is not observed by a member of staff he may be called upon to terminate his service.

D.2.6 A member of staff shall not engage in any continuous or recurring outside occupation or employment. However, he may seek the approval of the Director who may consider the matter on its merits and he may in considering his approval append conditions in the interest of the Institute.

D.2.7 A member of staff who has occasion to deal in his official capacity with any matter involving a business concern in which he holds a financial interest or fiduciary relationship shall disclose the nature of that interest or fiduciary relationship to the Director. The mere holding of insignificant number of shares in a public company shall not constitute a financial interest or fiduciary relationship within the meaning of this Service Regulation. Whenever there may be a doubt as to what constitutes financial interest or fiduciary relationship the matter should be discussed with the Director before official involvement.

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D.2.8 A member of staff shall not have any private or commercial agency or agencies or business which may derogate from his impartiality of performance of official duties or from his undivided dedication to the service and interests of the Institute.

D.2.9 A member of staff shall not perform either while on duty or while on leave, any of the following acts without approval of the Director, if the nature; the latitude; the subject matter; the connotation; the implication; the likely conclusion; the effect, etc. of such acts relates to the nature, purposes, activities or interests of the Institute and/or of any of its contracting governments in their relation to the Institute:

- (i) issue statement to the press, radio or other media of public information;
- (ii) accept speaking engagements;
- (iii) take part in film, radio or television productions; or to make public pronouncements;
- (iv) allow himself to be interviewed on questions relating to public policy and security of the countries of the contracting governments;
- (v) disclose any information of a military nature which he may obtain through the course of his normal duty;
- (vi) seek to exert influence through any member or office of the contracting governments.

D.2.10 All the prohibitions listed in Service Regulation D.2.9 shall apply to a member of staff's family and it is the member of staff's responsibility to ensure that they are observed by all members of his family.

D.2.11 All the prohibitions listed in Service Regulation D.2.9 and the responsibility in Service Regulation D.2.10 shall also apply when a member of staff has left the service of the Institute.

D.3 Conduct of Members of Staff:

D.3.1 A member of staff shall conduct himself at all times in a manner befitting his status as an international civil servant. He shall not engage in any activity that is incompatible with the proper discharge of duties. He shall avoid any action and in particular any kind of public pronouncement which may adversely reflect on his official status. While he is not expected to give up his national sentiments or his political and religious convictions, he shall at all times bear in mind the reserve and tact incumbent upon him by reason of his international status.

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SECTION E - DIPLOMATIC PRIVILEGES AND IMMUNITIES

E.1 Diplomatic Privileges and Immunities:

- E.1.1 A member of staff may be granted diplomatic and immunities in accordance with the provisions of the Agreement and the Headquarters Agreement. Diplomatic privileges and immunities are conferred upon the Institute and they are to guard and to augment the interests of the Institute. They furnish no excuse to the member of staff who enjoys them for non-performance of his primary obligations or for failure to observe the Police Regulations.
- E.1.2 When matters arise concerning these diplomatic privileges and immunities a member of staff shall immediately report to the Director who in consultation with the relevant authorities shall decide whether or not such diplomatic privileges and immunities may be invoked or may be waived. This includes situations envisaged in Regulation D.3.4 hereinafter.
- E.1.3 When a member of staff is appointed in the Institute, the Director shall decide whether or not such member of staff falls under the category of "international staff" and as he shall deem appropriate and subject to the provisions in the Headquarters Agreement as applicable he shall require an application to be made to the relevant authorities for the grant of diplomatic privileges and immunities to the member of staff.
- E.1.4 If a situation envisaged in Regulation D.3.4 hereinafter arises to an "international staff" member the Director shall decide whether to invoke diplomatic privileges and immunities in favour of the said international staff or to submit to the court and/or authorities.
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- 93

three or less equal monthly instalments commencing with the month in which the advance is made.

F.2.7 When under these Service Regulations or under any other circumstances a member of staff is liable to refund any amount of money to the Institute, then any such amount may be deducted from the salary or any other sum due to the member of staff in such instalments or in such sums as the Director may see fit.

F.2.8 A member of staff may be employed and paid at a rate higher than otherwise is the minimum salary or wages rate applicable to the post held or to be held by him provided he has demonstrated expertise, training and/or distinguished experience, in age, personal character and integrity to merit such consideration. Salaries negotiated for or by employees at a higher than minimum rate or entry point are to be approved by the respective Appointing Authority.

F.2.9 The Director may transfer a member of staff from one Division or Section and assign him duties in another Division or Section in the Institute. The Director may change the Schedule of Duties of a member of staff as he shall deem it fit, in the interest of the Institute.

F.2.10 Members of staff who are transferred or reassigned to new positions will retain their previous anniversary date of that change in salary scale.

F.2.11 In the event of demotion, a member of staff may be denied annual increments for a specified number of years or he may have his salary reduced to a level lower than the salary currently being earned as it shall be deemed fit by the Director on the recommendation of the appropriate Appointments Committee as provided in Service Regulation B.1 hereinabove.

F.2.12 A member of staff returning from a leave of absence (leave without pay) of less than 90 days will be considered for a wage increase on his regular incremental date. If he returns from leave of absence of more than 90 days, then the incremental date may be adjusted accordingly to the date of his resumption of duty from the said leave.

F.2.13 Temporary and casual employees are remunerated on an hourly daily or weekly rate as the case shall be. The said rate shall be calculated on the basis of the salary scale of the position for which they are recruited. The salary increment policy does not apply to employees in these categories.

F.2.14 Subject to the conditions for the conferment of diplomatic immunities and privileges international

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members of staff's salary and emoluments shall not be subject to income tax.

F.2.15 At least one month before a member of staff is eligible for a salary increment the Registrar shall advise the member of staff's supervisor that the employee is due for an annual salary increment. It shall be the supervisor's responsibility to appraise member of staff's performance and recommend appropriate action, in the case of members of staff in salary scale MIS 9 and above to the Director for approval and in MIS 8 and below to the Registrar for approval. As an important part of the appraisal supervisor is duty bound to discuss his recommendation with the member of staff.

F.2.16 Where a supervisor recommends more than one annual increment on merit he shall fully document it in a memorandum addressed depending on the salary scale as provided in Service Regulation F.2.8 to the Director or to the Registrar. Such recommendations for meritorious increments must be approved unless there are very strong objections which shall be shown in writing and discussed with the supervisor.

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95

SECTION G -- LOANS SCHEMES

G.1 Source of Funds:

Loans may be made to staff members who have been confirmed or on contract towards the purchase of the furniture, household electrical equipment and transport. Subject to the provisions in Service Regulation G.3 below the loan shall be granted against suitable indemnity or security held by the Institute on behalf of the member of staff. Such indemnity or security may include the member of staff's accumulated terminal benefits with the Institute or the physical property bought with the loan.

G.2 Application and Agreement Conditions:

- (i) Loans shall be applied for on application Form SR/G.3 (I).
- (ii) The loans shall be granted in accordance with an agreement to be entered into between the Institute and the staff member on Form SR/G.3 (II).
- (iii) The loan shall be repayable in not more than 36 monthly instalments commencing with the month in which the loan is granted.

G.3 Car Loan Conditions:

- (i) Subject to the laws of the United Republic of Tanzania as may be applicable, a member of staff whose salary and/or indemnity and security may service the loan without serious pecuniary embarrassment shall qualify for a loan.
- (ii) The amount of the loan shall be limited to 75% of the staff member's annual salary.
- (iii) The car shall be on hire-purchase agreement between the Institute and the purchaser until the last instalment has been paid.
- (iv) The car shall be registered in the joint names of the purchaser and the Institute, but the registration card (log book) shall be kept by the Institute until the loan shall have been paid in full, unless otherwise required by law of the member of staff's duty station in respect of the custody of the Registration Card.
- (v) The vehicle shall have a comprehensive insurance cover during the whole period when the loan or part thereof shall remain unpaid.
- (vi) Interest shall be charged at the rate of 6% per annum on the outstanding balance.

96

G.4 Furniture and Electrical Equipment Loan Conditions:

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- (ii) An interest shall be charged at the rate of 6% per annum on the outstanding amount of the loan.

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SECTION H - ALLOWANCES

H.1 House Allowance:

H.1.1 A member of staff shall be paid a housing allowance at the flat rate of 20% of his gross monthly salary.

H.1.2 A member of staff who occupies a house or residential premises provided to him by the Institute shall not be paid a housing allowance. However, where a member of staff occupies a house or residential premises provided to him by the Institute and whose rent is less than the housing allowance to which he is entitled as provided in Service Regulation H.1.1 hereinabove shall be paid the difference between rent and his housing allowance. But if a member of staff occupies a house or residential premises whether or not such house or premise has been provided to him by the Institute and whose rent is more than the housing allowance to which he is entitled as provided in Service Regulation H.1.1 hereinabove, he shall pay the difference between the rent payable and his housing allowance from his own resources.

H.1.3 No housing allowance shall be paid when a member of staff shall be absent from duty without permission.

H.1.4 When a member of staff shall be required by the Institute to attend a course of study in any country away from his duty station he shall be entitled, during his absence, to housing allowance for the benefit of his family and in the case of a house or residential premises given to him through the Institute's resources he shall retain it provided it is substantially occupied by his family during that absence.

H.1.5 A member of staff who occupies a furnished Institute's house or residential premises and/or who is provided with Institute's furniture on a rental basis shall pay the following furniture rentals:-

(i) (a) Basic furniture - US. \$20.00 per month

(b) Less than 10 items of basic furniture - US. \$10.00 per month

(ii) Refrigerator - US. \$10.00 per month.

H.1.6 A member of staff who is not provided with a house or residential premises by the Institute, shall be eligible all the same to occupy a house or residential premises commensurate with his social and official status.

H.2 Subsistence Allowance:

every night for which he shall be absent from his duty station. The rates of this allowance shall be assessed and reviewed periodically and circulated to members of staff.

H.2.2 Subsistence allowance shall not be payable under the following circumstances:-

(i) When a member of staff is absent from duty on annual leave, sick leave or absent from duty without permission;

(ii) When a member of staff is provided with food and accommodation at the expense of the Institute.

H.2.3 A member of staff posted by the Institute to a recognised station on duty for a period not exceeding 3 months shall be entitled to full subsistence allowance for the period of his temporary posting in addition to his usual emoluments, unless housing is provided by the Institute or by the organisation to which he is posted, in which case the subsistence allowance payable will be reduced by 50% of the normal subsistence allowance to which he is otherwise entitled.

H.2.4 A member of staff is expected to reside in hotels of a class in keeping with his official status and it is the personal responsibility of the member of staff to ensure prompt payment of hotel bills. Failure to pay hotel bills on departure may embarrass the good name of the Institute and may make a member of staff liable to disciplinary action.

H.2.5 A member of staff travelling from his home country or from the place of his previous employment to the duty station designated by the Institute as his new employers, on first appointment or on leaving the Institute on termination or on retirement or resignation shall be entitled to a maximum of 10 days subsistence allowance payable at the rate to be established from time to time for himself and the proportionate rates for his family for the same period of 10 days, if the said members of the family are travelling with him, in accordance with the following rates:-

Dependent's rates

Wife or husband (as the case may be) - 100% of the subsistence allowance payable to the member of staff

Each child between 16 years and 21 years or above where the child is still schooling, unmarried and dependent on the member of staff - 75% of the subsistence allowance applicable to the member of staff

Dependent's rates (cont'd)

- Each child over 3 years under 16 years - 50% of the subsistence allowance payable to the member of staff
- Each child up to 3 years - 25% of the subsistence allowance payable to the member of staff.

H.2.6 (i) A temporary member of staff shall receive a subsistence allowance if the equivalent of his daily rate of pay is more than the maximum subsistence allowance payable to a member of staff in the same salary scale or category employed on permanent terms or contract terms. The payment of subsistence allowance in this category shall be calculated from the day a temporary employee sets off his home or his place of previous employment to the duty station designated by the Institute as his new employers.

(ii) No subsistence allowance shall be payable to a casual employee.

H.3 Acting/Duty Allowance:

H.3.1 Acting Allowance:

(a) Eligibility

Acting allowance shall be paid to a member of staff who acts as Director; Deputy Director; Registrar; Head of Division, Department or Section, as the case may be, and if he acts in that post for a period of not less than 30 days.

(b) Rate of Allowance

The acting allowance shall be the difference between the member of staff's current salary and the lowest entry point of the higher post occupied by him in an acting capacity.

H.3.2 Duty Allowance:

(a) Eligibility

Shall be paid when a staff while retaining his post acts in a more senior post (other than the posts mentioned in H.3.1) for a period of not less than 30 days and the recompense should not exceed US.\$60.00 per month.

H.4 Responsibility Allowance:

H.4.1 A member of staff in essential services or whose duties require that he works in excess of normal working hours and who is earning emoluments in salary scales MIS 1 - MIS 6 may be paid a

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responsibility allowance at a flat rate to be determined by the Director.

H.5 Entertainment Allowance:

H.5.1 Where the expenses of special entertaining in connection with official visitors, clients or conference are incurred by a member of staff assigned in that behalf, with the approval of the Director and the Director is satisfied that such expenses are justifiable charges against the funds of the Institute, then the member of staff incurring such expenses may be reimbursed the whole or such part thereof as the Director may consider proper upon production of receipts or on satisfactory explanation for the absence of receipts.

H.6 Education Allowance:

H.6.1 Definitions:

- (i) "Child" means a child in respect of whom a subsistence allowance is payable under H.2.5.
- (ii) "Duty Station" means the city or town or centre in the country or area where the member of staff is serving.
- (iii) "Home Country" means a country of home leave of the member of staff.

H.6.2 Eligibility:

A member of staff whose duty station is outside his home country shall be entitled to an education allowance in respect of each dependent child in full-time attendance at a school, university or similar educational institution. Tanzanian nationals shall receive this allowance only in special cases where it is confirmed by the Ministry of National Education that the dependent child has missed a place in the national school system. The allowance shall not be paid for:-

- (i) Attendance at a kindergaten or nursery school at pre-primary level;
- (ii) Correspondence courses save those which in the opinion of the Governing Board are the best available substitute for full time attendance at a school or University or other similar Institution of a type not available at the duty station;
- (iii) Private tuition except in a language of the home country at duty stations where satisfactory school facilities for learning that language are not available;

(iv) Vocational training or apprenticeship which does not involve full-time schooling or in which the child receives payment for service rendered.

H.6.3 The allowance will be given up to a maximum of 6 (six) children.

H.6.4 The allowance will be 75% of the total boarding and tuition fees.

H.6.5 All claims for this allowance shall be supported with receipts for payment made.

H.7 Training Allowance:

H.7.1 Members of staff proceeding on Institute sponsored training or courses of study will receive the following benefits for the period of the course:-

(i) Full salary for the whole duration of a course of study or training.

(ii) A monthly stipend to cover boarding, lodging and out-of-pocket expenses provided that the stipend is not paid by a sponsor other than the Institute, in which case the member of staff shall choose to receive one stipend between the two. The rate of the stipend shall be assessed and reviewed periodically and circulated to members of staff.

H.7.2 Before going for training or course of study lasting one academic year or more a member of staff shall sign an agreement with the Institute binding him to serve the Institute for a complete period of twenty four months immediately following the cessation of the training or to pay the Institute the full amount spent on his training for dishonouring the agreement including the salary paid during the period of training.

SECTION I - LEAVE

I.1 Annual Leave:

I.1.1 Annual leave shall accrue for the purposes of rest and recreation at the following rates;

(i) A member of staff receiving emoluments in salary scale MIS 9 and above, shall earn accrued leave at the rate of three and one half days for each completed month of service in full pay status;

(ii) A member of staff receiving emoluments in salary scale MIS 1 to MIS 8 shall earn accrued leave at the rate of two and one half days for each completed month in service in full pay status;

(iii) A temporary member of staff shall earn leave, if any, in accordance with the leave earning provisions in the Labour Laws of the United Republic of Tanzania or as shall be provided in the Letter of Appointment. Casual members of staff shall earn no accrued leave.

I.1.2 The leave year shall commence on the date of first appointment and thereafter on the anniversary of the date of first appointment.

I.1.3 Annual leave may be taken in units of days. All arrangements for taking leave shall be subject to exigencies of the service which may require the member of staff to take leave during a period to be determined by the Director. Leave may be taken only when authorised but personal circumstances and preferences of the individual shall, as far as possible, be taken into consideration.

I.1.4 A member of staff wishing to take the whole or part of his accrued annual leave shall make an application to the Director on a prescribed form and the Director shall make his decisions as he shall deem fit in the relevant part of the same Form.

I.1.5 When a member of staff has taken his accrued annual leave, any Sundays, public holidays or days of rest from work occurring during the period when he is on annual leave shall be counted as part of the said period of his annual leave.

I.1.6 A member of staff while on annual leave shall earn his usual emoluments as though he is on actual duty.

I.2 Accumulation of Annual Leave:

I.2.1 In circumstances where it has not been possible for a member of staff to take leave at the completion of his leave year, the Institute shall permit the member of staff to carry forward to the succeeding year all accrued leave not taken. Unless it is taken as part of the terminal benefits on cessation of employment no payment shall be made to a member of staff to liquidate accumulated annual leave.

I.2.2 Before the accumulation of leave can be authorised, the member of staff must have applied for and been refused to take his accrued annual leave on grounds of exigencies of the service.

I.3 Unauthorised Leave of Absence:

I.3.1 Any day of absence from duty not specifically permitted under these Service Regulations or in the absence of approval by the Director for such unauthorised leave, shall be deducted from the member of staff's accrued annual leave, if any. If he has no accrued leave, emoluments including leave earnings, shall not be earned during the period of such absence or unauthorised leave.

I.4 Advance Annual Leave:

I.4.1 A member of staff may be granted advance of annual leave up to a maximum of half of his annual leave entitlement, provided that his service is expected to continue for a period beyond that necessary to accrue the leave so advanced to him.

I.5 Sick Leave:

I.5.1 A member of staff who is unable to perform his duties because of illness or injury may be granted sick leave in accordance with the following provisions:

(i) All sick leave must be authorized by the Director on the recommendation of an approved registered medical doctor;

(ii) An international member of staff may be granted sick leave up to two months on full salary and three months on half salary and thereafter on quarter pay for a further two months in any period of twelve consecutive months;

(iii) Local members of staff and temporary members of staff shall be granted sick leave in

accordance with the provisions of the Labour Laws of the United Republic of Tanzania or as applicable in Rules by the Standing Committee on Parastatal Organisations in Tanzania at equivalent gross salary and/or equivalent rank.

I.5.2 A member of staff shall be responsible for informing his supervisor, as soon as possible, of absence due to illness or injury.

I.5.3 Except with special approval of the Director, no member of staff shall absent himself through illness or injury for a period of more than two consecutive working days without producing a certificate of incapacity from a duly approved registered medical practitioner stating the nature of the illness or injury and the probable duration of incapacity and/or exemption from duty. On receipt of such certificates, the Director shall decide whether or not to treat the absence as sick leave or to grant a leave of absence to cover the period of absence from duty. Any claim of absence from duty made under this Service Regulation for absence from duty for any day, if not approved by the Director as provided in this Service Regulation shall be deducted from the member of staff's accrued annual leave or shall be treated as unauthorized leave of absence as provided in Regulation I.3.1 hereinabove. This deduction or treatment may be waived by the Director at his own discretion.

I.5.4 A member of staff shall not, while on sick leave remove himself from the immediate vicinity of his duty station without prior approval of the Director, unless on doctor's recommendation.

I.5.5 The Director may grant leave without pay to a member of staff who exhausts the sick leave as permitted under these Service Regulations subject to a recommendation of the doctor that he is incapacitated due to illness or injury and that he needs a rest or further rest from duty.

I.5.6 A member of staff shall immediately notify the Director of any case of contagious disease occurring in his household. A member of staff who is directed not to attend his place of work as a result of these circumstances shall receive his full salary and other emoluments for the period of the authorised absence.

I.5.7 If it is established that a member of staff is unable to perform his duties due to illness or injury caused by his own misconduct he may be subjected to disciplinary action as shall be appropriate.

I.6 Leave Without Pay:

I.6.1 The Director may grant leave without pay to a member of staff under special circumstances not exceeding six months.

I.6.2 A member of staff on leave without pay shall not be paid the following during the leave period:

(i) Salaries and allowances attendant thereto;

(ii) Displacement allowance;

(iii) House allowance;

(iv) Any other incidental expenses.

I.7 Maternity Leave:

(a) A member of staff who will have served continuously for one year at the anticipated time of confinement shall be entitled to a total of eighty-four (84) days maternity leave on full pay. The entitlement will be granted once every three years while she is in the continuous employment of the Institute provided that where a member of staff has availed herself of such leave and the confinement results in an abortion or the child dies within 12 months of such confinement, the member of staff shall be entitled to paid maternity leave notwithstanding that the subsequent confinement occurs within the period of three years.

(b) A member of staff entitled to such leave will on application be allowed to absent herself from her duties upon producing an acceptable medical certificate that her confinement will probably take place within forty-two (42) days.

(c) Annual leave earned during the year in which paid maternity leave is taken shall be forfeited provided that if she will have already taken her annual leave for the year in which paid maternity leave is also granted she will lose her annual leave entitlement for the following or succeeding year.

(d) A member of staff with less than one year of continuous service at the anticipated time of confinement shall be given her accrued annual leave, and on her request, leave without pay for any balance of her absence beyond the accrued annual leave.

SECTION J - TRAVEL EXPENSES

PART I: PASSAGE

J.1 Annual Leave:

J.1.1 When proceeding on annual leave a member of staff will be granted return passages in respect of himself, wife and up to six children registered with the Institute from his duty station to his home country.

J.1.2 The liability to the Institute, is limited to the cost of passages authorised and used by the member of staff and his family.

J.1.3 The mode and grade of travel shall be:

(1) By civil airlines in the class appropriate to the member of staff:

- Director and Deputy Director a first class air passage;

- Other Senior members of staff by economy/ Tourist class air passage;

(ii) Senior members of staff by first class rail, road or steamer passage

(iii) Junior members of staff by second class rail, road or steamer passage

(iv) By the member of staff's own motor vehicle. If a member of staff chooses this mode of travel and he is entitled to passage he shall be granted in lieu of passages, a motor mileage allowance which shall not exceed a combined cost to the Institute of the authorised mode and grade of travel had the member of staff chosen to travel by such a mode.

(v) If a member of staff does not actually take his accrued annual leave he shall not claim leave travel expenses.

J.2 Duty:

J.2.1 The cost of all authorised travels by a member of staff on duty within or outside the sub-region shall be met by the Institute.

J.2.2 A member of staff who is required to travel on duty or on temporary posting shall use one or more of the

following means of transport as shall be determined by the Director and/or as shall be applicable.

(i) By civil airlines in the class appropriate to the member of staff:

- Director and Deputy Director a first class air passage;

- Other Senior members of staff by economy/tourist class air passage;

(ii) Senior members of staff by first class rail, road or steamer passage.

(iii) Junior members of staff by second class rail, road or steamer passage.

(iv) By road in the Institute's transport or public transport. The Director may authorize the use of a member of staff's own motor vehicle and the payment of mileage allowance at the applicable rates for the type of motor vehicle used.

J.2.3 Any member of staff or his family who has been recommended by a medical board approved by the Institute to obtain medical or surgical treatment elsewhere within or outside the sub-region shall have his return travel expenses met by the Institute.

J.3 First Appointment and Cessation of Appointment:

J.3.1 On first appointment or on expiry of contract or on retirement or on termination of employment a member of staff shall be entitled to a single passage in respect of himself, his wife and up to six children between his duty station and his home country by a mode of travel in accordance with Regulation J.1.3.

On termination the entitlement to travel expenses shall cease if the envisaged travel has not commenced within three months of the date of termination of residential services in the Institute.

This Service Regulation limiting children to six shall not apply to these members of staff who were recruited before the coming into force of this Regulation until expiry of their present contracts

J.4 Resignation:

J.4.1 A member of staff who resigns his appointment shall be entitled, subject to Regulation (J.4.2) and (J.4.3) to passages and/or baggage allowance as provided in these Service Regulations.

J.4.2 A member of staff who resigns before completing a minimum of six months' service with the Institute shall

not be entitled to any terminal passages or baggage allowance and may be required to reimburse the Institute with a proportion of the cost of any passages and/or baggage allowance provided at the expense of the Institute on his first appointment.

J.4.3 A member of staff who, having accepted leave passage(s), resigns from the service of the Institute within six months of his return from leave shall not be entitled to any terminal passages and/or baggage allowance and he may be required to reimburse the Institute with a proportion of the last leave passage(s) and/or baggage allowance.

J.5 Dismissal:

J.5.1 A member of staff who is dismissed from service of the Institute under a disciplinary measure shall not be entitled to any terminal passage and/or baggage allowance but may be granted passage and/or baggage allowance at the discretion of the Director.

J.6 Death:

J.6.1 In the event of the death of a member of staff, his wife and family shall be entitled to passage and/or baggage allowance between the station where they are living to his home country by a mode of travel in accordance with Service Regulations J.1.3 provided that these passages and/or baggage allowance are taken within three months from the date of death.

J.7 Student Travel:

J.7.1 Where a child of a member of staff is a full time student in a recognized University or boarding school or Institution within the sub-region, the Institute shall meet the cost of equivalent to one return student/tourist air passage per child per annum to the member of staff's duty station from the University or boarding school or Institution.

PART II : EXCESS BAGGAGE

J.8 Baggage Allowance:

J.8.1 Where a member of staff is entitled to passage(s) at the expense of the Institute he shall also be entitled, in addition to any baggage transported free under his passage ticket, to the transport paid out of the funds of the Institute, of an

109

amount of baggage containing his personal and household effects as follows:

- (i) When travelling on first appointment or on expiration of the contract or on termination or on retirement or upon death.
- (ii) When travelling on annual leave in accordance with Service Regulation (J.1.1).

J.8.2 A member of staff transporting baggage by surface route under Service Regulation (J.8.1) shall be entitled to baggage allowance up to the following maximum:

For member of staff on annual basic salary of:	First appointment or on expiration of contract or on retirement and on termination:	Annual Leave:
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MIS 9 and above	4 tons weight	$\frac{1}{2}$ ton weight
MIS 8 and below	1 ton weight	$\frac{1}{2}$ ton weight

J.8.3 A member of staff travelling by civil airlines under Service Regulation (J.8.1) shall be entitled to a maximum of 30 kilogrammes as excess accompanied baggage in lieu of his or his family's baggage allowance by surface route as under Service Regulation J.8.2.

J.8.4 A member of staff required to travel by civil airlines on temporary posting or to attend a training or course of study shall, with the prior permission of the Director, be allowed to carry at the Institute's expense up to a maximum of 30 kilogrammes excess accompanied baggage. Or to use the equivalent amount of money to transport his baggage by surface route or as unaccompanied baggage by air transportation.

J.9 Transport of Private Vehicle:

J.9.1 When proceeding on first appointment, on expiration of contract, on retirement or on termination, a member of staff shall, with the prior authority of the Director, transport his own motor car provided it is included in his surface excess baggage allowance and subject to approval by the relevant authorities in the country of his duty station for transportation of the motor vehicle.

PART III : MISCELLANEOUS

J.10 Insurance:

J.10.1 The Institute shall assume liability for the insurance of personal and household effects of the

member of staff and his family in circumstances where such effects are being conveyed at its expense and while they are being conveyed to and from the Institute.

J.10.2 A member of staff (but not his wife or her husband or family) who travels by air at the expense of the Institute shall, while so travelling, be insured in accordance with the terms of the Insurance policies held by the Institute for that purpose.

PART IV : TEMPORARY/CASUAL STAFF

J.11 Temporary staff and casual staff shall not be entitled or eligible to travel facilities such as are provided in this Service Regulation unless it is specifically provided in the Letter of Appointment.

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SECTION K - SOCIAL SECURITY

K.1 Pension Scheme:

A member of staff who is not serving on a contract appointment shall, upon being confirmed in his appointment, join and contribute to the Institute's Pension Scheme the conditions of which are provided in the Trust Deed which constitutes, regulates and governs the said Pension Scheme. In addition thereto or in lieu thereof members of staff shall be registered with and contribute to the National Provident Fund as shall be required by the laws of the United Republic of Tanzania.

K.2 Gratuity:

K.2.1 A member of staff serving on a contract appointment for a specified period shall on cessation from the service of the Institute either on retirement, on termination or on expiration of contract be entitled to receive 25% of the total gross salary earned during the total period of service.

K.2.2 No gratuity shall be payable in respect of any period of training for which a member of staff is sponsored by the Institute unless he has fulfilled the conditions under which such training was accepted by the Institute and the period of such training treated as a period of continuous service.

K.2.3 Gratuity shall be paid only upon successful completion of the period of contract and or as shall be specified in the letter of appointment.

K.3 Medical Expenses:

K.3.1 Subject to the specified exclusions under Service Regulation (K.3.6) and subject to the provisions of Service Regulations (K.3.4 and K.3.5) the Institute shall assist in the payment of medical expenses incurred by a member of staff and/or his family.

K.3.2 A member of staff other than a temporary staff or casual staff shall, on presentation of receipted accounts for medical expenses for himself and/or his family, be reimbursed by the Institute 90% of the amount involved. For the purpose of this Service Regulation medical expenses shall include normal medical practitioner's fees, normal hospital in-patient fees, the cost of vaccination against small pox, inoculations for yellow fever, cholera, prescribed medicines, and surgical, dental or optical treatment expenses.

K.3.3 If a member of staff and/or his family uses the government's medical services, the Institute shall

K.3.4 Reimbursement or payment for medical expenses to the extent provided under regulation (K.3.2) and (K.3.3) shall be made only upon production of satisfactory evidence that the medical advice/treatment or hospitalisation was obtained from a medical practitioner or medical service approved by the Institute.

K.3.5 Reimbursement of expenses for medicine to the extent provided under Service Regulation (K.3.2) and (K.3.3) shall be made only on production of a relevant prescription, or a pharmacist's receipts for prescription or medical practitioner's receipts prepared by a medical practitioner approved by the Institute.

K.3.6 The Institute shall not assist any member of staff in meeting the expenses of the following:

(i) The provision of dentures/false teeth

(ii) The provision of glasses/spectacles.

K.4 Compensation for Disability or Death:

K.4.1 In the event of disablement or death by accident attributable to the performance of office duties on behalf of the Institute, a member of staff or his nominated beneficiary or next-of-kin shall receive compensation in accordance with the provisions of the relevant insurance policies held by the Institute. In any case, the nominated next-of-kin or beneficiary shall also receive the benefits included in Service Regulation (K.4.2) hereunder.

K.4.2 In the event of the death of a member of staff due to natural causes his nominated next-of-kin or beneficiary as decreed by any court acting in accordance with local laws or practices shall receive:

(i) Any gratuity due to the deceased member of staff as at the date of his death;

(ii) The termination indemnity due to the deceased member of staff in accordance with Service Regulation (L.3.2) of these Service Regulations where applicable;

(iii) A payment of salary and gratuity and payment in respect of any leave accrued by the deceased and any other terminal benefits.

All other entitlements, dues, privileges, fringe benefits enjoyed by the member of staff shall cease as from the time and the date of his death, with the exception of passages as detailed in Service Regulation (J.1.3) and the transportation of his body to his burial place which shall be paid for by the Institute.

SECTION L - CESSATION OF SERVICE

L.1. Termination:

L.1.1 A termination within the meaning of the Service Regulations is a cessation of service initiated by the Institute other than retirement; expiration of contract; or cessation for ill-health or dismissal for misconduct.

L.1.2 The Director may terminate the services of a member of staff if the necessities of the Institute require abolition of his post, or reduction of staff or if the services of the individual concerned for some proved reason(s) proves unsatisfactory.

L.2 Notice of Termination:

L.2.1 An international or professional member of staff whose confirmed appointment is to be terminated as provided in Regulation L.1.2 hereinabove shall be given not less than three months written notice of such termination, or he shall be paid one month's salary in lieu of notice.

L.2.2 Any member of staff other than international or professional staff, whose appointment is to be terminated as provided in Regulation L.1.2 hereinabove shall be given not less than thirty days written notice of such termination, or he shall be paid one month's salary in lieu of notice.

L.2.3 A member of staff on temporary service or on casual service shall have his services terminated in accordance with the terms of his letter of appointment or as it is customary and/or lawful in Tanzania in dealing with such employees.

L.3 Termination due to Ill-Health:

L.3.1 If at any time it is certified by a medical board approved by the Institute that a member of staff is incapable of rendering further satisfactory services to the Institute in the office to which he was appointed due to ill-health, then he may be required to relinquish his appointment from such date as may be notified to him in writing by the Director and as from that date his appointment shall be deemed to have been terminated.

L.3.2 Upon termination of service either as provided in Service Regulation L.1.2 or due to ill-health as provided in Regulation L.3.1 hereinabove, the member of staff whose services are so terminated shall receive up to the date of termination of service all his terminal benefits entitled to him under these Service Regulations.

L.4 Resignation:

L.4.1 A resignation within the meaning of the Service Regulations is a cessation of service initiated by the member of staff other than expiration of the term of contract or retirement.

L.5 Notice of Resignation:

L.5.1 An international or professional member of staff shall give the Director three months written notice of resignation or he shall pay to the Institute one month's salary in lieu of notice.

L.5.2 A local member of staff shall give the Director or the official in charge of his duty station, thirty days' notice of resignation or he shall pay one month's salary in lieu of notice.

L.5.3 If a resignation is submitted without the notice or without payment in lieu of notice as required by the Service Regulations (L.5.1 and L.5.2) deduction may be made from accumulated annual leave to cover the remainder of the required notice period and if there is no sufficient accumulated leave entitlement one month's salary shall be deducted from this terminal benefits payable to him.

L.5.4 The Director may, at his discretion, accept resignations on shorter periods of notice than those required under Regulations (L.5.1 and L.5.2).

L.5.5 Upon the resignation being accepted the member of staff shall receive up to the date of his resignation all his terminal benefits entitled to him.

L.6 Expiration of Fixed Term Appointment:

L.6.1 A fixed term appointment shall expire automatically and without prior notice on the expiration date specified in the letter of appointment

L.6.2 Upon expiration of the Fixed Term of Appointment or Contract the member of staff shall receive, up to the date of expiration of the Term of Contract, all his terminal benefits as provided in his Letter of Appointment or Contract.

L.7 Retirement:

L.7.1 A member of staff may be called upon by the Director to retire on attaining the age of sixty years or on completion of the term of contract stipulated in his letter of appointment in the service after becoming fifty five years of age.

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SECTION M - STAFF RELATIONS

M.1 Staff Relations:

- M.1.1 A Staff Relations Committee shall be established for the purpose of ensuring continuous contact between the staff and the Director. The Committee shall be entitled to make proposals to the Director to effect improvements in their conditions of work and general quality of life.
- M.1.2 The Staff Relations Committee shall be composed in such a manner as to ensure equitable representation of all levels of staff.
- M.1.3 Elections to the Staff Relations Committee shall be held annually under regulations drawn up by the said Staff Relations Committee and agreed to by the Director.
- M.1.4 The Director shall establish a joint administrative machinery with effective staff participation to advise him regarding personnel policies and general questions of staff welfare and to suggest to him such proposals as it may desire for amendment of the Service Regulations.
- M.1.5 The Staff Relations Committee may be consulted on questions relating to staff welfare and administration including policy on appointments, promotions and terminations and on salaries and related allowances, and may be entitled to make proposals to the Director on behalf of the staff.
- M.1.6 The Staff Relations Committee shall be composed of from 10 to 15 representatives elected on the basis of approximately equal units. Any member of staff shall be eligible for election to the Staff Relations Committee. And its quorum shall be five members.
- M.1.7 The Director shall be an ex-officio Member of the Staff Relations Committee.
- M.1.8 The Chairman of the Committee shall be selected by the Director from a list proposed by the Committee.

N.1 Appointments Committees:

N.1.1 Two Appointments Committees shall be established by the Management as provided in Service Regulations B.1.3 hereinabove. The Boards Appointments and Promotions Committee shall be established by the Board as provided for in Article IX Para 5 (a) of the Agreement.

N.1.2 In conducting their business the various Appointments Committees shall use the relevant policies laid down by the Staff Relations Committee established under Regulation M.1.1 hereinabove and approved by the Director.

N.1.3 The Appointments Committees shall deal with cases of appointments, promotions; awards of more than one annual increments; disciplinary matters; and shall record all their deliberations and their dissensions, if any, in Minute Books.

O.1 Review of Service Regulations:

O.1.1 These Service Regulations may be reviewed, amended or modified by the Director on the recommendations of the Staff Relations Committee or by the Governing Board on its own initiative or on recommendation by the Director.

O.1.2 No member of staff shall be affected adversely by any review, amendment or modification of these Service Regulations if at the time of such review amendment or modification his particular case or cases happen to be under consideration.

SECRETOR'S OFFICE



EASTERN & SOUTHERN AFRICAN MANAGEMENT INSTITUTE

P. O. Box 3030, Njiro Hill, ARUSHA, Tanzania

or

P. O. Box 56628 NAIROBI, Kenya

Telephone 2881/5 ARUSHA, Tanzania - Telex 42076 EACOMI

Telegrams:- Performance

11th August, 1980

I am directed in accordance with the authority given me by the Governing Board of the Eastern and Southern African Management Institute to inform you that you have been appointed as the Coordinator for the "Training for Development and Women: An African Perspective" in the service of the Institute with effect from the time you take up your appointment. Your appointment is subject to the provisions of this letter. The terms and conditions of your appointment are as follows:

1. Your appointment is initially for a period of one year (12 months);
2. Your salary which includes a post adjustment allowance is US\$27,166 per annum, tax free;
3. You will be paid a tax free gratuity of 25% of your salary upon successfully completing your contract;
4. You will receive an education grant amounting to 75% of tuition and boarding fees upon production of receipts;
5. You will be insured under the Institute's group life insurance policy as specified in the Service Regulations;
6. You and your family will receive free medicare as stipulated in the Service Regulations;
7. You and your family will be entitled to economy class passages on appointment and termination;
8. Your baggage up to a maximum of 5 tons, will be transported by the Institute by the cheapest available means on appointment and termination;

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119

11th August, 1980

- 9. A house will, where possible, be made available to you at an economic rent;
- 10. Your duty station will be Njiro Hill, Arusha, United Republic of Tanzania.

Your appointment may be terminated on either side by giving three months' written notice or payment of one month's salary in lieu of notice.

While you hold this appointment, you will be subject to the provisions of the Service Regulations of the Institute and to changes duly made, from time to time, in these Regulations.

As the Coordinator of the Training Programme for Development Planning and Women, you will work under general supervision of the Chairman of the Institute's Training Committee. You will be responsible for effective administration, curriculum development and delivery of the programme.

If you accept this appointment, please sign the duplicate copy of this letter and return it to us as soon as possible.

Yours sincerely,

John J. Okumu
 (PROF. JOHN J. OKUMU)
 DIRECTOR

- c.c. Chairman, Training Committee.
- " Personnel Officer
- " Chief Accountant

To: Director,
 ESAMI,
 Arusha.

Dear Sir,

I hereby accept the appointment as Coordinator for the "Training for Development and Women: An African Perspective" as stated in this letter.

Date: *Sept. 2, 1980*

Signature: *[Signature]*

*Reported on duty
 16/9/80*

120

CALENDAR FOR 1981

COURSES, PROGRAMMES, SEMINARS AND WORKSHOP

ANNEXURE J

Reference Number	TITLE	Page No.	Duration in weeks	MONTHS													
				January	February	March	April	May	June	July	August	September	October	November	December		
0:1	Post Graduate Diploma in Management 1981/82	7	52									x					
1:1	Management of On-going Projects	9	4		x												
1:2	Training For Development of Women - An African Perspective	10	12							x		x					
1:3	Managing Rural Development and Agricultural Projects	11	6								x		x				
1:4	Industrial and Agro-Industrial Projects	12	9										x			x	
1:5	Small Industries Development Programme	13	6													x	x
2:1	Physical Distribution Management	14	3			x	x										
2:2	Transport Statistical Analysis Planning and Operation	15	4				x	x									
2:3	Port Operations Management	16	3							x	x						
2:4	EDI/ESAMI Transport Project Planning and Evaluation	17	6										x	x			
2:5	Management Statistics	18	3											x	x		
2:6	Project Planning in the Public Sector	19	3													x	x
3:1	Human Resources Management and Development	20	6	x	x												
3:2	Advanced Manpower Development Programme	21	4				x	x									
3:3	Job Design and Motivation	22	2					x									
3:4	Training of Management Trainers Programme (one)	23	6					x	x								
3:5	Urban Management Programme	24	2							x	x						
3:6	Advanced General Management Programme	25	6								x	x					
3:7	Training of Management Trainers Programme (Two)	26	6													x	x
4:1	Seminar on Records Management and Control	27	2	x													
4:2	EDP Programming	28	4			x	x										
4:3	Management Analysis and Operational Research	29	6			x	x										
4:4	Corporate Industrial Management	30	6				x		x								
4:5	Advanced Management Analysis and Operational Research	31	2							x	x						
4:6	Production Management	32	4								x	x					
4:7	Systems Analysis and Design	33	6									x		x			
4:8	Special Course on Administration and Management of Health Care Services	34	6										x			x	
4:9	Seminar on Management of Information Services	35	2											x			
5:1	Marketing Management	36	4						x								
5:2	Costing and Pricing Seminar	37	4							x							
5:3	Procedures and Financing of Exports	38	4									x					
6:1	Auditing for Middle Level Auditors	39	4	x	x												
6:2	Management Accounting	40	6		x	x											
6:3	Inventory Control and Stores Management	41	4				x	x									
6:4	Accounting for Government and NPOs	42	4					x									
6:5	Financial Management	43	4							x	x						
6:6	Supplies and Materials Management	44	6											x	x		
6:7	Advanced Financial Accounting	45	4												x	x	

INITIAL ENVIRONMENTAL EXAMINATION

OR

CATEGORICAL EXCLUSION

Project Country: Africa Regional

Project Title and Number: Support to Regional Organizations - ESAMI
698-0413.9

Funding: FY (s) 82-83 \$ 500,000

IEE/CE Prepared by: AFR/RA, James W. Dawson

Environmental Action Recommended:

Positive Determination _____
Negative Determination _____
or
Categorical Exclusion XXXX _____

This activity meets the criteria for Categorical Exclusion in accordance with Section 216.2 (C)(2)(1) and is excluded from further review because:

The project is an educational and training activity that does not contain any elements directly effecting the environment (such as the construction of facilities, etc.)

Action Requested by: [Signature]
Acting Director, AFR/RA

Date: 12/15/81

Concurrence:
Bureau Environmental Officer

APPROVED [Signature]

DISAPPROVED _____

DATE 2/24/82

Clearance: GC/AFR [Signature]
(IEE only)

Date _____

**PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK**

Life of Project:
From FY 1982 to FY 1983
Total U.S. Funding \$500,000
Date Prepared: January, 1982

Project Title & Number: Support to Regional Organizations - ESAMI (698-0413.9)

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program or Sector Goal: The broader objective to which this project contributes:</p> <p>To assist in the development of a regional center that will help improve the management and policy-making capabilities of public and private development enterprises in Eastern and Southern Africa.</p>	<p>Measures of Goal Achievement:</p> <p>Public and private enterprises become more effective and productive in achieving their development objectives.</p>	<p>Assessments by USAIDs.</p> <p>Follow-up studies by ESAMI.</p>	<p>Assumptions for achieving goal targets:</p> <p>ESAMI's training, research and consultancy programs are appropriate to the development needs of the member countries.</p> <p>Graduates of ESAMI programs are able to utilize their training effectively.</p>
<p>Project Purpose:</p> <p>To strengthen the training, research and consultancy capabilities of ESAMI by helping the Institute to (1) assess the management needs of the public and private sectors in 15 African countries; (2) prepare case studies of the management of African enterprises; and (3) establish linkages with other management institutions in Africa, Asia and the United States.</p>	<p>Conditions that will indicate purpose has been achieved: End of project status.</p> <ol style="list-style-type: none"> ESAMI completes regional needs assessment, as basis for planning expansion of mgt. support programs. ESAMI has growing library of African case studies and capability to develop and teach case studies. Linkages established with other leading mgt. training institutes. ESAMI expands training for management in the agricultural sector. 	<p>Project evaluation</p>	<p>Assumptions for achieving purpose:</p> <p>African countries in Eastern and Southern Africa support ESAMI's role as a regional resource for management training.</p>
<p>Outputs:</p> <ol style="list-style-type: none"> An assessment of management training needs in East and Southern Africa Preparation of African case studies. Staff and graduate students trained to develop and teach case studies. Professional linkages established with other management training institutes. Courses in management of the agricultural sector are established at ESAMI. 	<p>Magnitude of Outputs:</p> <ol style="list-style-type: none"> Comprehensive report, covering ESAMI's 18 member countries. 20 studies 8 staff, 12 graduate students 10 institutes Courses in agriculture statistics, analysis, planning, policy-making, agriculture management and implementation. 	<p>Project reports.</p> <p>Project evaluation.</p>	<p>Assumptions for achieving outputs:</p> <p>ESAMI staff members have professional interest and qualifications for preparing case studies, initiating new courses, establishing linkages, etc.</p>
<p>Inputs:</p> <ol style="list-style-type: none"> Technical Assistance <ol style="list-style-type: none"> Development of case studies Agricultural management training (USDA) Materials, supplies and equipment Travel by ESAMI staff (Africa, Asia, United States) Preparation and printing of reports, miscellaneous support 	<p>Implementation Target (Type and Quantity)</p> <ol style="list-style-type: none"> (a) 24 pm (b) 6 pm \$65,000 \$73,000 \$31,000 	<p>Project reports.</p>	<p>Assumptions for providing inputs:</p> <p>Qualified U.S. technical consultants are available for assignments in Arusha, Tanzania.</p>