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*for a sustainable future*

## OCCASION

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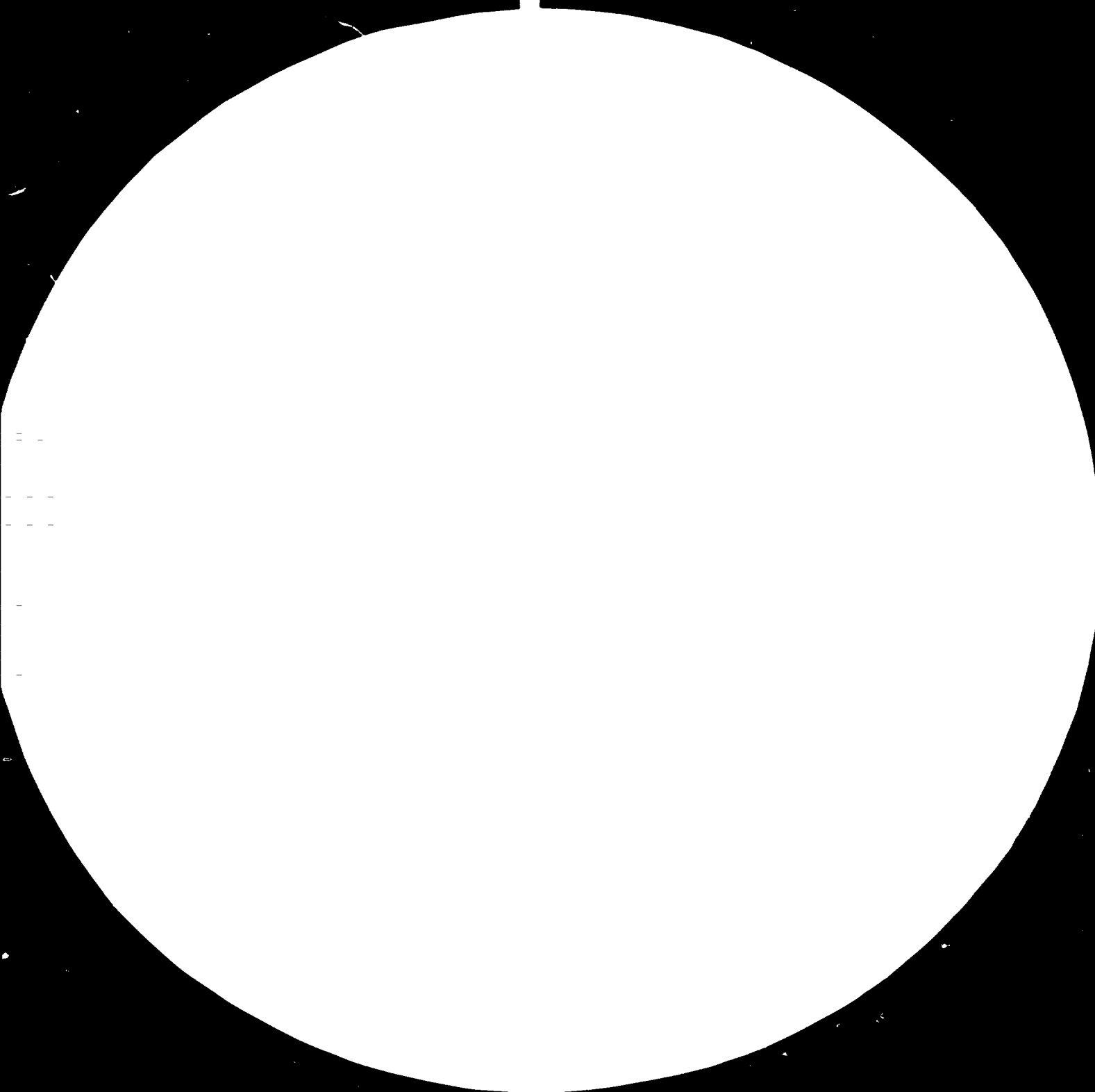
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[ Mission to Tanzania ]

of

Frans J. Soede  
Senior Industrial Development Officer  
Institutional Infrastructure Branch  
Division of Industrial Operations

19 - 25 July 1981

90.000

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This report has not been cleared with the United Nations Industrial Development Organization (UNIDO) which does not therefore necessarily share the views presented.

1. The programme for the mission (see Annex I) was arranged in such a way that a large number of "brainstorming sessions" were carried out with Mr C.L. Tarimu (Director General of TIRDO), Mr D. Ouattara (UN Resident Co-ordinator), Mr S. Henein (SIDFA), and Mr C.A. Stone (UNIDO Senior Technical Adviser) before the Tripartite Review Meeting took place on Wednesday, 22 July 1981. The Minutes of this TRM are being prepared at present by Ms M.K. Nilson Dag, the JPO.

2. When the twenty-year plan for assistance to TIRDO was conceived in 1979 (see Policy Statement and Corrigendum on the Mission of the Tanzania Industrial Research and Development Organization (TIRDO) - UNIDO/IOD 287/Rev 1 and Corr 1), it was agreed that, in view of its magnitude, it would be shared between UNDP/UNIDO and a number of intergovernmental (EEC) and bilateral donors (Brazil, Denmark, Hungary, India, Ireland, Netherlands, Sweden, Yugoslavia, etc).

3. The STA arrived at the project in August 1980, and since that time the situation has become more clear, progress has been made with the building programme, TIRDO has moved from its former Headquarters in Arusha to Dar es Salaam, and a skeleton of Tanzanian staff is available (see Annex II).

Through the Arusha solidarity meeting, Yugoslavia will provide laboratory equipment up to a value of US\$100,000, while the Netherlands Government has already provided a grant in the form of technical books.

Furthermore, some fellowships have been granted by the UK and the USSR.

The major issue which was raised during the discussions was how to divide the assistance between the different future donors.

4. As previously agreed, UNIDO will continue to provide the "umbrella" and catalysing function which will be vested in the STA assisted by two associate experts on a full-time basis, and short-term consultants.

5. Due to the fact that the building programme has been delayed and actual operations in the different laboratories cannot be started before the end of 1982, UNIDO will commence immediately with two major functions which can be located, without any major difficulties, in the existing residential compound:

- (i) Industrial information, and
- (ii) Repair and maintenance of sophisticated electronic equipment and instruments.

Through the information extension function, daily direct contact will be established between TIRDO and industry which is so important for an institution such as TIRDO. This extension work will not only reveal the needs of industry for all sorts of information, but will also identify their future requirements for testing and analysis, extension activities and R + D projects. A teleprinter terminal will be set up for communication with INTIB, Vienna.

The latter function will cover all equipment in Tanzania (university, laboratories and industry), and hopefully will contribute towards improving the situation in which about 50% of the existing equipment is out of order.

In addition, UNIDO will field, in 1981, four short-term preparatory missions which will develop equipment lists and layout plans for the

future Chemical (Analysis and Testing), Engineering (including Ceramics and Energy) and Food Departments and also for the above-mentioned Electronics Repair and Maintenance Unit.

6. TIRDO has already made a formal request to the EEC Mission in Dar es Salaam for assistance (experts, equipment and training) to the Engineering and Chemical Departments for which about five million dollars has been earmarked in the EEC/"IPF" which covers the second phase of the Lomé Convention. A meeting was held with Mr J.C. Heyraud, Adviser to the Delegation of the Commission of the European Communities (EEC) in Tanzania, on 24 July 1981 in the presence of Messrs Tarimu, Henein and Stone and in which the basic approach to the multi/bilateral assistance programme was explained. The TIRDO proposal is, at present, in Brussels for substantive comments.

It was clearly stated by Mr Heyraud that he would prefer to deal directly with Tanzanian officials and I have directed Mr Stone, the STA, to follow Mr Heyraud's wishes. This is, of course, a delicate situation because, in practice, Mr Stone is acting as principal adviser to the Director General of TIRDO, is doing most of the paperwork connected with bilateral aid, and has even acted as his deputy on a number of occasions in the past due to the lack of a Tanzanian Deputy Director General. Although this proves that he has the full confidence of Mr Tarimu, I have expressed to Mr Stone my concern about this situation.

The crux of this problem is of course the inability of TIRDO to hire, at present, the Deputy Director General and other departmental heads. There are potential candidates both in the University and in industry, but the conditions which TIRDO can offer at present are not yet attractive enough. It may be that this will change when the assistance programmes come into full swing. Another approach which was discussed at length was to try to upgrade and promote some of the more promising members of TIRDO's present staff.

7. Mr Stone has also contacted the SIDA (Swedish) mission and they have expressed their interest in taking either the Food or the Fibres Department under their wing.

Assistance to TIRDO is not within the priorities of the Netherland's involvement in Tanzania. On the other hand, TNO has expressed their willingness to receive trainees.

8. In conclusion, it does not seem that assuring bilateral assistance to TIRDO will be an insurmountable problem. It will mainly need a lot of preparatory work in order to satisfy the procedural requirements and policies of the different donors and matching these to the real requirements of TIRDO. It is hoped that after the arrival of the Associate Expert, Mr Stone will be able to give more attention to this very important matter.

9. Three other innovative ideas were discussed. The first idea covers a programme in which Tanzanian R + D projects be carried out in facilities either inside Tanzania or abroad. This will provide "learning-by-doing" experience of the Tanzanian staff and will cover the period until the TIRDO facilities are completed.

10. The second idea is to create a "Revolving Fund" for the purchase of spare parts in connexion with the electronics repair and maintenance unit mentioned above. It was proposed to start this fund with a 'one-shot' grant of approximately US\$20,000 from the UNDP within the framework of the present project, and to convert the Tanzanian shillings received from the clients, once a year, back to convertible currency.

11. As a third idea, Mr Stone is proposing to introduce a mini-computer to handle all kinds of data-processing such as R + D projects, administration, cost accounting, etc, etc. This would represent a highly useful training



tool. Local experts could assist in programming work using budget line 17 for remuneration.

12. Mr Stone and the author prepared a draft budget revision of the Project Document which will cover the whole of 1982. During the TRM, the UNDP/RC agreed to increase the equipment component for 1981 provided that these funds would be committed by the end of this year.

The provisional list of equipment to be purchased in 1981 is as follows:

|   | <u>US\$</u>       |
|---|-------------------|
| Photocopying machines and microfiche reader/printer ... | 40,000            |
| Books and periodicals.. ... ..                          | 25,000            |
| Third car - Datsun pick-up. ... ..                      | 7,000             |
| Gestetner duplicating machine.. ... ..                  | 4,000             |
| Two calculators ... ..                                  | 1,000             |
| Three typewriters.. ... ..                              | 3,000             |
| Six filing cabinets plus folders... ..                  | 3,000             |
| Mini-computer.. ... ..                                  | 20,000            |
| Leasing of teleprinter terminal (for 2 years).. ... ..  | 4,000             |
|   | <hr/>             |
|   | 107,000           |
| Funds still available from present budget.. ... ..      | 38,000            |
|   | <hr/>             |
| Increase in equipment component ... ..                  | <u>US\$69,000</u> |

13. Messrs Tarimu, Stone and Soede carried out a ranking exercise of panels of experts submitted for the posts 11-03 A and 11-06.

These results have been communicated to IO/PPRS.

14. The training programme was reviewed in detail and can be summarized as follows:

31.01 CHANDO, R.A. - Plant Engineering and Maintenance

The training at EIDDC, Cairo, was not satisfactory. Mr Chando requires a mixture of theoretical and practical training. The ILO Turin Centre may be able to organize the complete package.

31.02 NYONYI, W.N.A. - Documentation Systems

The author interviewed Ms Nyonyi in Vienna on 31 July 1981. She still needs some sort of librarian course and 'on-the-job' training in less sophisticated facilities such as, for example, in FIIRO, Lagos.

31.03 VICTUS, P.A.M. - Engineering Design and Manufacture

The training at EIDDC, Cairo, was not satisfactory. A new programme should be developed in another institute or in industry.

31.04 MAGASHI, A.N. - Textile Dyeing and Finishing Course

A three-month practical training course in industry should be added. See letter from Mr Stone to Ms Lorenzo dated 9 July 1981.

31.05 TINGO, A.J. - Industrial Extension Services and Information

Placement by IO/TRNG is underway.

31.06 MNDEWA, B.S.E. - Chemistry of Natural Products

There is a misunderstanding about the placement. See Mr Stone's Memorandum to Ms Lorenzo dated 22 July 1981. If possible, this fellowship should cover the present work of the fellow on coffee.

31.07 and 31.08 TARIMO, J.S. and SHIGHAVALLE, M.A.N.A.

These fellows are at present at Leeds University under British Council fellowship.

As for Ms Magashi (31.04), a three-month practical training course in industry should be added, funded by the UNIDO project.

32.03 Study tour - Mr TARIMU

A visit to IPT, Sao Paulo and other Brazilian institutes is contemplated in 1982. Moreover, Mr Tarimu may have to go to Brussels in order to make a high-level presentation for the EEC project (see item 6).

15. Follow-up action

Mr Stone: JD R + D project identification expert (1 month 1981).  
JD Associate expert in electronics repair and maintenance (1982).  
JD Associate expert in computer programming.  
Fellowship for computer programming.  
Fellowship for repair and maintenance of photocopy machines.  
JD Computer Programmer (local expert).  
Operational requirements for mini-computer.  
'Revolving Fund' for purchasing spare parts.  
Updating of Policy Statement (with Mr Tarimu).  
Fellowship extension for 31.04, 31.07 and 31.08.  
Study tour(s) for Mr Tarimu (if opportune).  
Requisition for two-year leasing of teleprinter terminal.  
Requisitions for all equipment mentioned under item 12.

Mr Soede/Mr Rafsandjani:

Choice of mini-computer.

Leasing agreement for teleprinter.

Procedures for local purchasing exceeding US\$10,000/year.

'Revolving Fund' for purchase of spare parts (UNIDO coupons!)

Contact with UNIDO representative in Brussels (EEC).

Reproduction of updated Policy Statement.

Follow-up of Messrs Harbison and Vespry recruitment with IO/PPRS.

Consultations with the IAEA/HQ electronic maintenance specialist.

Extension of Mr Stone's contract for duration of present Phase I of project.

Pouching of 100 copies of Requisition forms.

16. The author wishes to express his admiration for the excellent co-operation and team spirit of the UNDP/RC, the SIDFA, the JPO and our STA in the implementation of the TIRDO project. The STA, Mr Stone, merits congratulations for the way he carries out his complicated and sometimes delicate tasks.

MEETING WITH MR NLAGALA, ACTING DIRECTOR GENERAL/SIDO

I was requested by Mr Henein to attend a meeting with Mr Nlagala to review the UNIDO projects with SIDO. The salient points of the discussions are as follows:

a. Mr Scott, our expert on TF/URT/78/029 - Industrial Co-operatives, is at present unemployed because the project has been terminated. He, however, continues his normal activities in the hope that the SIDA (Swedish International Development Agency) will continue to finance this project with UNIDO as the executing agency.

No written evidence could be produced at the meeting that:

(i) SIDA wishes the extension to be carried out by UNIDO, and (ii) an invitation from SIDA, Stockholm to UNIDO to execute the project.

On Friday, 24 July 1981, a meeting was held with Mr Ericson, the SIDA Chief of Mission in Dar es Salaam who assured me and Mr Scott that the problem is basically solved and that only some bureaucratic steps have to be taken.

Mr Scott expects to be paid retroactively on the basis of evidence that he has continued to carry out his duties.

b. UF/URT/77/056 - Biogas plants. SIDO is evaluating the status of this project and will communicate the results to UNIDO.

c. Performance of UNIDO experts. Mr Nlagala expressed his opinion that the general behaviour of UNIDO experts is inferior to that of the bilateral experts and that UNIDO should look to it to hire experts with the right attitudes to work in the SIDO environment. One of the complaints was that our experts do not adhere to the normal SIDO working hours and are sometimes absent without informing their counterparts.

for

Frans. J. Soede

19 July - 25 July 1981

Sunday 19 July

- 0940 - Arrival KL 567 - Reservations AGIP. Met by C. Stone.
- 1800 - Review of Project Status & TRM Issues with C. Stone.

Monday 20 July

- 0900 - Meeting on Cooperatives with S.K. Henein & D.M. Scott at UNDP.
- 1200 - Discussion of Analysis expert mission with F. Strong & C. Stone at TIRDO.
- 1400 - Review of TIRDO Project and Plans with C.L. Tarimu & C. Stone at TIRDC.
- 1930 - Reception at S.K. Henein Residence.

Tuesday 21 July

- 0800 - Project Planning with C. Stone at UNDP
- 0900 - Discussion of TRM issues with D.Ouatarra, S.K. Henein and C. Stone at UNDP.
- 1000 - Project Planning Continued.
- 1830 - TRIPARTITE RECEPTION at C. Stone Residence.

Wednesday 22 July

- 1000 - Tripartite Review Meeting at Ministry of Industries.
- 1900 - Dinner at C. Stone Residence

Thursday 23 July

- 1000 - Discussion of SIDO Programme with B.B. Toroka and S.K. Henein at UNDP.
- 1430 - Review of TRM and EEC plans with Jean C. Heyeraud at EEC Delegation Offices (Soede, Henein, Tarimu and Stone).
- 1530 - Further discussions with C.L. Tarimu and C. Stone at TIRDO.

Friday 24 July

- 0900 - Meeting with Mr Scott on industrial co-operatives.
- 1030 - Round-up meetings with Messrs Tarimu and Stone at TIRDO. Interview of fellow, R.A. Chando.
- 1400 - Round-up meeting with Messrs Henein and Stone and Ms Nilson Dag on budget revision and other related matters.

Saturday 25 July

- 0710 - Departure for Vienna.

TIRDO STAFF ESTABLISHMENT AS OF 1ST JUNE 1981

| <u>NAME OF OFFICER</u> | <u>TITLE</u>               | <u>SALARY</u> |
|------------------------|----------------------------|---------------|
| <u>ADMINISTRATION</u>  |                            |               |
| C.L. Tarimu            | Director General           | 77,400        |
| P.F. Kyara             | Administrative Manager     | 50,800        |
| N.E. Malliwa           | Clerk of Works             | 54,000        |
| C.J. Mangugi           | Accountant I               | 38,580        |
| F. Mutalemwa (Mrs)     | Personal Secretary I       | 23,400        |
| W.A. Mbwilo            | Accounts Assistant         | 22,400        |
| D.P. Mushi             | Driver                     | 10,200        |
| M.H. Lijowe            | Driver                     | 10,200        |
| S. Loserian            | Messenger                  | 6,000         |
| R. Joshua (Miss)       | Messenger                  | 6,000         |
| Watchmen (7)           |                            | <u>40,320</u> |
|                        |                            | 416,700       |
| <u>CHEMICAL</u>        |                            |               |
| Dr. P.K. Haule         | Principal Research Officer | 51,600        |
| B.A. Mwingira          | Senior Research Officer    | 49,200        |
| B.S.E. Mndewa          | Research Officer I         | 41,580        |
| F.A.M.K. Makinoo       | Research Officer II        | 35,880        |
| M.A.L.L. Ganyara       | Research Officer II        | 32,280        |
| G.J. Njau              | Research Officer III       | 20,880        |
| G.D. Mrema             | Research Officer III       | 20,880        |
| J.M. Kahatano          | Research Officer III       | 20,040        |
| L. Tarimu (Miss)       | Technical Assistant        | <u>7,320</u>  |
|                        |                            | 300,540       |
| <u>TEXTILES</u>        |                            |               |
| J.S. Tarimo            | Research Officer III       | 29,880        |
| M.A.N.A. Shighavalle   | Research Officer III       | 20,880        |
| A.N. Magashi (Miss)    | Research Officer III       | <u>20,040</u> |
|                        |                            | 70,800        |
| <u>FOOD</u>            |                            |               |
| J.L.M. Nyonyi          | Research Officer II        | 32,280        |
| J.R.F. Ngatulile       | Technical Assistant        | 9,720         |
| P.L.E. Shayo           | Technical Assistant        | 9,720         |
| E.A.R. Kabyemela       | Technical Assistant        | <u>9,720</u>  |
| <u>ENGINEERING</u>     |                            |               |
| R.A. Chando            | Research Officer III       | 23,400        |
| P.A.M. Victus          | Research Officer III       | 23,400        |
| R. Nindie              | Research Officer III       | 23,400        |
| C.Z.M. Kimambo         | Technical Assistant        | 9,720         |
| D.O.N. Ngowo           | Technical Assistant        | 9,720         |
| B.A. Kimaro            | Technical Assistant        | 9,720         |
| A.K. Temu              | Technical Assistant        | 9,720         |
| D. Joseph              | Technical Assistant        | 9,720         |
| B.R.B. Bagile          | Technical Assistant        | <u>9,720</u>  |
|                        |                            | 128,520       |
| <u>DOCUMENTATION</u>   |                            |               |
| W.N.A. Nyonyi (Mrs)    | Documentation Officer (T)  | 32,280        |
| A.J. Tingo             | Extension Officer (T)      | <u>28,800</u> |
|                        | Grand total.....           | 1,039,080     |

Distribution:

Dr A. Khane

Mr F. Carré

Mr D.G.A Butaev

Mr A.G. Evstafiev

Mr M.A. Siddiqui

Mr N.N. Tandon

|                    | <u>Paragraphs</u> | <u>Pages</u> |
|--------------------|-------------------|--------------|
| Mr D. Cannas       |                   | 9            |
| Mr R.T. de Mautort | 5 - 12            |              |
| Ms I. Lorenzo      | 14                |              |
| Mr D. Mant         | 12                |              |
| Mr M. Maung        |                   | 9            |
| Mr H. Pichler      | 10                |              |
| Mr A. Rafsandjani  | 15                |              |
| Mr C. Winkelmann   | 13                | 9            |
| Mr K. Zerezghi     |                   | 9            |

Registry

Library ✓

CRO

Mr D. Ouattara (UN Resident Co-ordinator)

Mr S. Henein, SIDFA

Ms M.K. Nilson Dag, JPO

Mr C.A. Stone, STA



