

タンザニア国運輸行政
報告書

宮 沢 吉 弘
(タンザニア派遣運輸行政専門家)

47年10月

海外技術協力事業団

国際協力事業団	
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別綴 Document は、帰国を前にして開催した

“ National Transport Corporation 理事会（第 10 回目）へ提出した議題 ”

である。

此の理事会に於ては、

- (1) 従来の懸案事項
- (2) 小生任期中の実施事項
- (3) N T C の全般政策
- (4) N T C 下の実施輸送公社の報告
- (5) 資金計画
- (6) 近い将来に於て、引き続き実施しようとしている実施計画

等一切を包含しているが、此の理事会へ諮った事柄は、小生が任期中に考えていた事業計画の大宗であり、或る意味で、OTCA に対する報告書にもなる意図をもって作成したといっても過言ではない。

仍って、本議題をもって、帰国報告書に代える次第であるが、之を要約すれば、

議題 2 … Matters Arising : 従来の理事会に於て、懸案となった事柄に対しての追加説明又は解答であり、中には更にそれを敷衍したのものもある。

Minute 45/70 (1) : 設立した“ 貨物運送公社 (National Road Haulage Co.) の実施基本策と何の程度今後車輛がいるであろうか、N T C の計画は正当か否かを裏付ける説明で Annex 1 & 2 に詳細記述してある。

- Minute 2/71 (c)
- Minute 2/71 (d)
- Minute 3/71
- Minute 4/71
- Minute 7/71 (v)

は何れも Local な問題である。

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Minute 10/71 : 政府において、スウェーデンの Saab-Scania 貨物車を輸入するよう Policy として決められ、10台ほど (10T + 20T ; 30T 車) 購入したが必ずしも満足の結果が出ず、NTC としては使用したくないという意味もあり、後の Board Paper No. 4172 の P. 5 以降に使用実績報告が含まれている。

なお、Annex 1, 2 は NRHC に関するものである。

議題 3 : Appraisal of the Work up to 30th June 1972

NTC 設立後、帰国までの間になされた仕事の全体報告である。

議題 4 : NTC overall policy

NTC の一般政策を発表したもので、

1. Management
2. 実施公社に関する近い将来に新らしく設置しようとしているものを発表し、その承認を求めんとするもの。
3. 人的資源の確保、Training の問題

等について詳細に記述。

議題 5 : Progress Reports from Subsidiary Companies

議題 7 : NTC Financial Matters

資金問題等理事会決議を要する事項の一括審議。(全部可決)

議題 8 : NTC Budget for 1972/73

次年度(本年度)予算要求案であり可決された。

此の予算は一方国会の審議を要するが、目下夕国の財政状態では此の少額のものでも、新規事業に振り向ける余裕がないため、既に政府は西独に対し、陸上交通拡充費(援助資金)として 34,000,000

shs.を申し入れした(本年4月)が、私の帰国迄には未だその解答が得られていない。

議題 9 : DSM Mortor Transport Co. の分割案

現在の旅客運輸公社を市内交通と地方交通とに分割せんとする提案であるが、色々議論の末 Pending となった。

議題 10 : Taxi 及び Mini Bus 等のハイパー会社の設置提案

提案通り可決された。なお、本公社に関しては、帰国後設立に奔走してもらいたい。日本の援助を得たいという要請があった。

議題 11 : Air Charter 公社設置提案

現在タンザニアには Tim-Air と、Tanzanair という二社が Charter 機をもっており、既に N T C は之等と交渉に入り近く Take Over する予定であるが、Board の決議がなかったため提案したもの。

提案通り可決。

議題 12 : 自動車の車体製作会社の設置及び現在会社買収取得提案

提案通り可決。

議題 16 : 養成計画

開発途上国に於ては、トレーニング・プログラムは資金計画と共に、或はそれ以上に重要なテーマであり、理事会でも屢々その programme の話が出るので本計画案を提出したものである。

議題 17 : GM の契約終了報告

NATIONAL TRANSPORT CORPORATION

P.O. Box 3101,
DAR ES SALAAM.

21st August, 1972.

Ref. No. NTC/CONF/11/22.

N.T.C. BOARD MEETING

Further to my letter NTC/CONF/11/20 dated 14th August, 1972, I forward with this letter AGENDA and some Board Papers for the Meeting.

The underlisted Board Papers have not been forwarded these will be sent later during the week.

- Board Paper No. 3/72 : N.T.C. Overall Policy.
- " " No. 4/72 : Progress Reports from Subsidiary Companies.
- " " No. 7/72 : Budget Paper 1972/73
- " " No. 13/72 : Appointments
- " " No. 14/72 : Subsistence Allowance while travelling outside Tanzania.
- " " No. 15/72 : Training Programme.

GENERAL MANAGER

Distribution to:

P.C. Walwa, Esq. - Executive Chairman, N.T.C. A.A. Diwani, Esq.,
D'Salaam City Council.

J.L.K. Mutaboyerwa, Esq.
Ministry of Communications and Works. N.L. Buhatwa, Esq.,
Chinese-Tanzania Joint
Shipping Line.

E.J. Mashashi, Esq.,
Workers Development Corporation.

J.B. Mwenda, Esq.,
Treasury.

G.M.S. Mawalla, Esq.
Tanzania Tourist Corporation.

AG E N D A

O F

10TH MEETING OF BOARD OF DIRECTORS

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NATIONAL TRANSPORT CORPORATION

28TH AUGUST 1972

NATIONAL TRANSPORT CORPORATION

10TH MEETING OF THE BOARD OF DIRECTORS OF THE NATIONAL
TRANSPORT CORPORATION

A G E N D A

- Item No. 1: Confirmation of the Minutes:
(a) Minutes of the Meeting held on 21st May, 1971
(b) Minutes of the Special Meeting held on 25th June 1971
(c) Minutes of the Special Meeting held on 7th October, 1971
- Item No. 2: Matters Arising: (Board Paper No. 1/72).
- Item No. 3: Appraisal of the work of NTC up to 30th June 1972. (Board Paper No. 2/72).
- Item No. 4: NTC Overall Policy (Board Paper No. 3/72).
- Item No. 5: Progress Reports from Subsidiary Companies:
(Board Paper No. 4/72).
- Item No. 6: Balance Sheet for 1970/71 : (Board Paper No. 5/72).
- Item No. 7: NTC Financial Matters (Board Paper No. 6/72).
- Item No. 8: Budget Paper 1972/73 : (Board Paper No. 7/72).
- Item No. 9: Resolution to Decentralise DMT : (Board Paper No. 8/72).
- Item No. 10: Resolution to form a separate company for Private Hire and Safari : (Board Paper No. 9/72).
- Item No. 11: Resolution to start a National Air Charter Company :
(Board Paper No. 10/72).
- Item No. 12: Resolution to establish a Vehicle Body Building Company
(Board Paper No. 11/72).
- Item No. 13: Summary of Transport Research Study : (Board Paper No. 12/72).
- Item No. 14: Appointments : (Board Paper No. 13/72).
- Item No. 15: Subsistence Allowance while travelling outside Tanzania
(Board Paper No. 14/72).
- Item No. 16: Training Programme : (Board Paper No. 15/72).
- Item No. 17: End of Contract of the General Manager NTC : (Board Paper
No. 16/72).
- Item No. 18: Any other Business.

GENERAL MANAGER

MATTERS ARISING

Minute 45/70(1) : Memorandum on N.R.H.C.

The Management was requested to prepare a detailed memorandum to cover specific aspects of National Road Haulage Company. Members of the Board will find attached to this Paper as annexure 1 two papers: one entitled "Implementation Policy" and the other is "Justification Paper". These two papers cover all points under the said minute.

Minute 2/71(c) : Tyres for D.M.T. Vehicles.

When the import licence was granted to D.M.T. to purchase Michelin Tyres it was on condition that when General Tyres (E.A.) Ltd. is in full production then the import licence should cease and all orders to be placed with General Tyres. For some months now General Tyres has been in full production and D.M.T. therefore is placing all orders with them.

With the experience gained in the use of Pirelli tyres, the type General Tyres is producing, a lot of defects have been discovered. Management has contacted General Tyres, lodging definite complains and requested General Tyres to meet N.T.C. for a full discussion in order to rectify these defects. General Tyres agreed with the proposal and arranged for a meeting for N.T.C./D.M.T./N.R.H.C. representatives to go to Arusha for the purpose. As a result of the meeting held at Arusha, it has been agreed to give Pirelli tyres another test and report the outcome at the end of the test period. Besides General Tyres has agreed that whenever there is any problem with their tyres, in any of our two subsidiaries, the person concerned should contact directly the relevant engineer of the General Tyres to have the matter rectified.

Minute 2/71(d) : Ferry Service.

So far N.T.C. has received no communication from the Ministry of Communications and Transport concerning the transfer of the Ferry Service to D.M.T.

Minute 3/71 : Change of Designation of Post.

At that meeting the Board agreed to abolish the post of Assistant General Manager and that the then holder of that post should be offered the post of Director of Planning and Research. The incumbent of that post, Mr. Mkama, was offered the new post. Apparently Mr. Mkama, though his salary was not affected, seemed not reconcilable to the change. This, with other factors, made him leave the Corporation at the end of March 1972.

Minute 4/71 : Staff Regulations and Appointments Committee.

All the amendments as set out by the Board have been incorporated in the final copy of these Regulations and that a representative of the Workers' Committee has been included in the Appointments Committee.

Minute 7/71(v) : Group Occupational Health Services.

In accordance with the Board's resolution the N.T.C. has joined the membership of the Dar es Salaam Group Occupational Health Services.

Minute 10/71 : Purchase of Saab-Scania Lorries for N.R.H.C.

As resolved, the 10 Saab-Scania Lorries have been bought, delivered and already started work. Full report will appear under Reports from Subsidiary Companies.

IMPLEMENTATION POLICY IN RESPECT OF
NATIONAL ROAD HAULAGE COMPANY LIMITED

A company was established on 12th July, 1971, under the name of National Road Haulage Co. Ltd. to form the nucleus for the Road Haulage Sector

SCHEME IN RESPECT OF 10 TRUCKS AND TRAILERS

Introduction

A Contract was entered into between the Corporation (on behalf of NRHC Ltd.) and Saab Scania Automotive Group, Sweden, during October 1971 for purchase of 10 heavy duty trucks and trailers (29 ton capacity). The payment towards these trucks and trailers is on deferred basis, over a period of approximately 5 years. These trucks and trailers reached Dar es Salaam during the last week of March 1972 and are now in the process of bodybuilding. It is expected that the Company will enter into business by the end of May 1972 or early June 1972, i.e., immediately after the bodybuilding work is over. The office of this Company and workshop are situated at Pugu Road. Further report : "Progress Reports" P.5.

Routes

These 10 trucks and trailers are small in number to indicate any specific route in which they will be put to use. These can only be run according to the emergency transport demand in different areas.

Workshop

These trucks for the time being will be serviced only at Dar es Salaam. The old depot of IMT at Pugu Road and the pits available there will be utilised as the workshop premises at present. Workshop equipment involving a sum of shs 125,000/= will have to be purchased. The list of equipment is given below for which quotations are being invited.

General Repair Shop

		shs
Work Bench 3.5m x 1.0m	1 nos.	600.00
Vice	2	800.00
Stand for supporting jack up truck 4 ton	4	1,200.00
Stand for supporting jack up truck 10 ton	4	1,600.00
Waste oil container	1	-
Waste Water container	1	-
Rivetting machine	1)	5,000.00
Grinding machine	1)	
Welding Set gas set 1	1	800.00
Welding Set Electronic	1	5,000.00
Radiator pressure tester	1	275.00
Waste dust bin	1	1,000.00
	c/f	16,275.00

		shs
Amount brought forward		16,275.00
<u>Mechanic's Hand Tools - According SM 1056/1</u>		
Comprehensive Tool Set	6 Trolley Box	3,300.00
Trolley Box		1,650.00
Undertruck Trolley	6	110.00
Trolley for Units removed from truck	1	400.00
<u>Lifting Equipment</u>		
Trolley jack for lifting gear box	1	4,000.00
Trolley jack for lifting gear box 20 ton	1	4,000.00
Trolley jack for lifting gear box 10 ton		2,500.00
Jack for wheel	1	1,000.00
<u>Body Repair Equipment</u>		
Tool Set for Alignment	1	3,000.00
Rivetting Machine (Top rivetts)	1	150.00
Spot welding Machine	1	3,000.00
<u>Lubricating Equipment</u>		
Grease Pump	1	1,700.00
Oil Pump (Rotary)	2	300.00
<u>Rest</u>		
Board for Special Tool		1,500.00
Special Tool according to Proforma		10,000.00
Pump Equipment (Injection)		5,000.00
Battery Charge		
Battery Tester		
Rest, etc.		4,000.00
<u>Gauges for Measuring</u>		
Wheel Alignment Gauge	1	1,500.00
Tape measure approx. 12m	1	120.00
Luicrometer from 0-25mm	1	100.00
from 25-50mm	1	100.00
from 50-75mm	1	100.00
from 75-100mm	1	100.00
Dial Gauge	1	100.00
<u>Unit Repair Shop</u>		
Bench	1	
Vice	1	600.00
Hydraulic Press 100 ton	1	7,000.00
Valve Grinding Machine	1	3,000.00
Reamer for valve seat	1	600.00
Stand set (surte)	1	5,000.00

Decreasing Dept. (Cleaning of Parts)

1 machine for degreasing	1 Trolley Box	25,000.00
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Machine Shop

Pillar Drill	1	4,000.00
Anvil	1	500.00
Sheering machine	1	600.00
Tool for Bending pipe		500.00

Pneumatic Machine

Air Compressor	1	8,000.00
Air Drill 3 sizes: 1:8, 1:13, 1:23)		4,000.00

shs 122,805.00

Personnel

The Personnel requirement for the size of a business with 10 trucks and trailers is as follows:-

Operational Drivers and Helpers

12 drivers
12 helpers
10 casual labourers

Workshop and Garage

1 foreman
4 mechanics
1 storekeeper
1 stores assistant
1 pickup driver
1 cleaner
2 watchmen

Office

1 General Manager
1 Traffic Manager
1 Chief Accountant
1 Assistant Accountant
1 Personnel Officer
4 Clerical Officers
1 Personal Secretary
2 Typists
1 Office car Driver
1 Cleaner
2 Messengers

There is no need to have separate establishment in upcountry because there cannot be any specific route to operate throughout the year with only 10 trucks and trailers. Hence, the policy of the Company is to appoint Agents on commission basis.

However, the immediate Personnel requirement (for the first 6 months) can be summarised as follows:-

Operational Staff

- 12 drivers
- 12 helpers
- 3 casual labourers
- 1 Traffic Inspector

Workshop

- 1 Senior mechanic (foreman)
- 4 mechanics
- 1 Garage cleaner
- 2 watchmen
- 1 Stores Assistant

Office

- 1 General Manager
- 1 Record Clerk
- 1 Assistant Accountant
- 4 Booking Clerks
- 1 Typist cum Telephone Operator
- 1 Messenger

Finance Requirement for 1972/73 and 1973/74

<u>1971/72 Carried Forward Portion</u>	shs
Initial Payment for trucks and trailers	523,295
Customs Duty	365,582
Others (Incorporation Expenditure, etc.)	55,000
Body Building	250,000
Insurance and Registration	120,000
Working Capital	317,677
Contingencies	30,000
	<hr/>
	1,661,554
Less:	
Fund made available out of Development Budget	782,500
Balance Carried Forward	<hr/>
	879,054
<u>1972/73 Requirement</u>	
Instalment Due	144,906
Interest Payable	26,084
	<hr/>
	170,990
	<hr/>
Total Requirement during 1972/73 for the scheme of 10 trucks and trailers	1,050,044
Requirement for Workshop Equipment	62,500
Total	shs <hr/>
	1,112,544

1973/74 Requirement

Workshop Equipment

62,500

Instalment for trucks and Interest

342,000

shs 404,500

Since the Income of the first year of operation will be just enough to enable the Company to meet its operating costs, no surplus will be available to reduce the total requirement of 1972/73, viz., shs 1,112,544/=.

Scheme In Respect Of Expansion In The Road Haulage Sector Introduction

The purchase of 10 trucks and carrying on of the business with the same can be compared to "Trial Period Production" in a manufacturing organization. This type of "Trial Period Production" not only does not meet the requirement of the nation but it will prove to be dangerous particularly in transport industry - if allowed to prolong at this infancy. It will prove to be an under-nourished and sick child.

Logic For A Constructive Plan To Expand The Number Of Fleet

According to the analysis of the Transport Economist, the growth rate of lorries must be 7 to 11% at the present rate of increase in G.D.P. of 6.5%. The number of lorries in the hands of public carriers in 1970 was about 3,500 (Average Capacity of 6 tons). So, 250 to 380 vehicles of 6 tons capacity must be added to cope with the development of the country.

At the same time, adequate number of lorries for replacement must be taken into account to maintain the existing transport strength. According to this, 350 to 450 lorries (6 tons capacity) must be purchased every year for replacement. Existing lorries have already become worn out because of lack of proper maintenance and replacement.

It can, therefore, be concluded that there is economical justification to purchase 600 to 830 vehicles of 6 tons capacity or 300 to 415 vehicles of average 12 tons capacity each year.

What has been explained above is a statement of fact. However, a constructive planning should be made taking into account the practical aspects such as availability of finance in the country, etc. This is inevitable because it may not be practicable to make an Implementation Plan only on the basis of statistical facts, viz., to add an enormous fleet of as much as 300 to 415 vehicles (12 tons capacity) every year. Taking this point into consideration, the following plan is suggested:-

1972/73	200 trucks and trailers (14 tons capacity)
1973/74	100 trucks (14 tons capacity).

The primary logic of the National Transport Corporation in the Road Haulage Sector is 'to build small and grow big' and the above planning is based on this objective.

Upcountry Centres And Booking Offices

The Company will be having its Central Workshop at Dar es Salaam. The scheme for Central Workshop has been given separately. The Central Workshop should be constructed and equipped simultaneously in the year of purchasing and operating 200 trucks.

Apart from the General Workshop, there will be skeleton workshops in the following towns (given on page 6.)

(Column I) Skeleton Workshop Centre

Arusha
Mwanza
Songea
Iringa
Dodoma
Musoma

(Column II) To Serve

Tanga, Moshi, Lushoto, etc.
Bukoba, Tabora, etc.
Mtwara, Lindi, etc.
Mbeya, Njombe, Mikumi, etc.
Singida, Babati, etc.
Tarime, Bukima, Nansio, etc.

There will also be main booking offices in the above towns appearing under Column I and sub-booking offices in the places mentioned in Column II. In cases where sub-booking office cannot be operated for economical reasons, Agents will be appointed on commission basis.

Routes To Be Operated

Primarily, the Company will be serving the trunk routes only. However, it will be too willing to assist and cooperate in the regions where there is a seasonal and emergency need. The trunk routes that will be served and the allocation of vehicles are as follows:-

Dar es Salaam-Mwanza	5/5 = 10	trucks
Dar es Salaam-Singida	2/2 = 4	
Dar es Salaam-Dodoma	4/4 = 8	
Mwanza-Arusha	5/5 = 10	
Mwanza-Dodoma	2/2 = 4	
Mwanza-Singida	2/2 = 4	
Mbeya-Dar es Salaam	5/5 = 10	
Mbeya-Mikumi	10/10 = 20	
Iringa-Dar es Salaam	5/5 = 10	
Dar es Salaam-Songea	3/3 = 6	
Tanga-Mbeya	4/4 = 8	
Arusha-Dodoma	2/2 = 4	
Arusha-Singida	6/6 = 12	
Arusha-Dar es Salaam	10/10 = 20	
Moshi-Dar es Salaam	10/10 = 20	
Tanga-Dar es Salaam	10/10 = 20	
Tanga-Arusha	3/3 = 6	
Songea-Mtwara	3/3 = 6	
Nachingwea-Mtwara	1/1 = 2	
Nachingwea-Lindi	1/1 = 2	
Bukoba-Dar es Salaam	2/2 = 4	
Bukoba-Mwanza	2/2 = 4	
Bukoba-Arusha	3/3 = 6	
Musoma-Dar es Salaam	2/2 = 4	
Tabora-Mwanza	2/2 = 4	
Tabora-Singida	1/1 = 2	

210 Trucks

The additional 100 trucks which are to be added in 1973/74 will be distributed over the same routes mentioned above since the number of trucks distributed above themselves fall short of the requirement in the respective routes. The distribution scheme given above is fairly based on the volume of mobility of goods in the respective areas. The above places are business centres. The present haulage trucks are too inadequate to move the goods for the time being placed in the hands of the transporters. This apart, any additional trucks that will be allotted to the above centres will themselves generate additional cargo. Also, industrial and agricultural policy of the country require more and more transport facility. Hence, the humble contribution of 200 to 300 trucks will only serve less than a moiety of the country's requirement.

It is not out of place to mention here that these trucks will serve the emergency operations such as Operation Mtware, Operation Ujamaa, Operation Fertilisers, Operation Cotton and allied products, etc. Also, it will serve a lot to eliminate the number of foreign-based subcontractors (from Kenya, Uganda and Zambia) which will help the country in preserving its foreign-exchange.

Workshop

The scheme for Central Workshop for 200 trucks Project is as follows:-

GENERAL For requirements of 200 trucks and trailers of capacity approximately 14 tons capacity Payload truck. The estimated calculations assume that all the trucks will have a centralised main workshop at Base, i. e., Dar es Salaam. This workshop will carry out the following facilities.

- (1) Servicing and Maintenance work as will be scheduled in accordance with the type of operation.
- (2) Repairs - in accordance with the general operation of the vehicle - those repairs will be mainly light repairs, i. e., replacement of springs, clutch, etc. (First line repairs can be also carried out on the field in operation). Such repairs will be necessarily needed to be checked and rectified at the main workshop.
- (3) General Overhaul - i. e., Component repairs and overhauls of items like gearboxes, differential units, steering boxes- engines, etc. The workshop will have in addition the following sub-sections:-
 - (i) Electrical Repair Shop
 - (ii) Fuel Injection Pump Shop
 - (iii) Machine Shop (inclusive Engine Room)
 - (iv) Component Overhaul Shop (Mechanical works)
 - (v) Body Repair Shop.

STAFF REQUIREMENTS

Total staff requirement will be approximately 120 at main workshops. It is recommended to have approximately 6 working pits for servicing and special maintenance work.

Total working bays including pits will be 26.

(a) Working pits	6
(b) Working bays	14
(c) Body work bays	6
Total	<u>26</u>

This assumes a workshop truck allowance for servicing, maintenance and repairs of 10% of total fleet of trucks as an optimum figure.

WORKSHOP BUILDING COSTS

1. OFFICES	()	
2. STORES	()	
3. PITS	()	shs 3,000,000/=
4. WORK BAYS	()	
5. PARKING SPACE	()	

SPACE APPROXIMATELY 5 to 6 ACRES of which 40% will be workshop. THE REST WILL BE FREE SPACE. If possible, some extra acreage will be acquired as Reserve area.

EQUIPMENT

(a) MAJOR EQUIPMENT		shs
(i) LATHE MACHINE	Approximately	65,000
(ii) MILLING MACHINE	"	70,000
(iii) BORING MACHINE	"	60,000
(iv) PUMP EQUIPMENT FUEL	"	60,000
(v) AIR COMPRESSOR	"	50,000
(vi) LIFTING EQUIPMENT	"	280,000
(vii) JACKS 10 TON TROLLEY	"	30,000
(viii) WELDING EQUIPMENT	"	16,000
(ix) ALIGNMENT GAUGES	"	6,000
(x) SHAPING MACHINE	"	50,000
	c/f	<u>687,000</u>

Amount brought forward 687,000

(b) HAND TOOLS		Sshs
(i) MECHANICS TOOLS	Approximately	50,000
(ii) SPECIAL TOOLS	"	30,000
(iii) IMPLEMENTS (BREAKDOWN TRUCK)	"	200,000
TOTAL		<u>shs 280,000</u>

As has been mentioned earlier that the above scheme for workshop has to be implemented during 1972/73, i. e. to say, simultaneously in the year of purchasing and operating 200 trucks and trailers.

This apart, the following additions will be required during 1973/74 when the Company will be adding another 100 trucks and trailers to make a total strength of 300 trucks and trailers:-

<u>EQUIPMENT</u>		shs
1 Air Compressor		50,000
2 Fork-lift trucks		280,000

2 nos. 10 ton Trolley Jack	5,000
2 nos. Building Equipment	10,000
Miscellaneous Equipment	20,000
Total	shs <u>365,000</u>

It will be pertinent to mention few words regarding Spareparts Policy. The Company is not willing to block up its capital by investing a huge sum of money in the form of Stores and Spares. Hence, it will encourage the manufacturers of the trucks or the dealers of the trucks to open a Spareparts shop and accumulate sufficient buffer stock. As far as the Company is concerned, it will store only fast-moving items. It is also a wise policy to specialise the trucks from one manufacturer. If this is not done, we may have to block up our money for the Spareparts of different types of trucks. Obviously, the former from whom the Company purchased its first fleet of trucks will not be willing to store sufficient spares if we go on switching to different manufacturers. Also, the technical knowhow in respect of different products will prove to be a bottleneck in the matter of operation and maintenance. However, this does not mean that the purchase of meagre 10 trucks from Saab Scania will have to be continued in the future. This policy is practicable only in respect of large scale investments which the Company is intending to make from 1972/73 onwards.

Personnel

The Personnel requirement for 1972/73 (for 200 trucks and trailers) are as follows:-

Operating Drivers and Helpers

200 Drivers
200 Helpers

Office Staff In Upcountry Centres

Traffic Manager	1
Asst. Traffic Manager	2
Asst. Engineers	2
Booking Office Assistants and Clerks	6
Mechanical Inspectors	3
Casual Labourers	10
6 Upcountry centres to be considered.	

Central Workshop

Chief Engineer	1
Asst. Engineer	3
Foremen	5
Mechanics (Skilled and Unskilled)	120
Stores Manager	1
Asst. Stores Manager	1
Stores Clerical Officers	5
Helpers in Stores	5

Office

General Manager	1
Asst. General Manager	1
Transport Manager	1
Asst. Transport Manager	3
Chief Accountant	1
Asst. Accountants	3
Clerical Officers	10
Internal Auditor	1
Internal Auditor Assistants	3
Economist	1
Personal Secretary	2
Typists	4
Telephone Operator	1
Messengers	4
Cleaners	3

The following additions will be required during 1973/74 when the Company will be adding a further fleet of 100 trucks:-

Operational

- 100 Drivers
- 100 Helpers

Central Workshop

- 2 Assistant Engineers
- 3 Foremen
- 20 Mechanics
- 1 Assistant Storekeeper
- 3 Stores Clerical Officers
- 2 Helpers in the Stores
- 6 Garage Cleaners
- 10 Truck Cleaners
- 3 Fuellers, etc.

Financial Requirement

For a scheme of running the business with 200 trucks and trailers (14 ton payload capacity bodyweight), the following Fixed and Working Capital is required:-

	shs
Capital Cost of 200 trucks and trailers	36,163,000
Working Capital for Fuel Consumption	525,000
Working Capital for Lubricants	52,500
Working Capital for Fast-moving Stores & Spares	800,000
Working Capital for Salary and Wages	1,084,000
Rent for various Office Buildings	20,000
Workshop	3,967,000
Diesel Tank Construction (This will be constructed by Agencies at their cost).	
Office Furniture and Fittings	200,000
Office Cars	200,000
Miscellaneous Overhead Expenditure Requirements	150,000
Total	shs 43,161,500

The above sum of shs 43,161,500/= is required during 1972/73

For the addition of 100 more trucks and trailers during 1973/74, the following additional capital outlay is necessary:-

	shs
Capital Cost of 100 trucks and trailers	18,081,500
Working Capital for Fuel Consumption	262,500
Working Capital for Lubricants	26,250
Working Capital for Fast-moving Stores & Spares	400,000
Working Capital for Salary and Wages	374,000
Rent for Office Buildings	5,000
Workshop Equipment	365,000
Office Furniture and Fittings	50,000
Miscellaneous Overhead Expenditure Requirements	25,000
Office Car requirements	50,000
Total	shs 19,639,250

Initial requirement for the first year for capital outlay of 200 trucks and trailers should be financed by the Company. For the capital outlay of the subsequent 100 trucks and trailers, the Company will plough back the available surplus of the first year of operation (from 200 trucks and trailers) and any shortfall should be made good by the Government.

Alternatively, the Company may negotiate for Suppliers Credit over a period of 5 to 6 years and approach the Government for the shortfall so as to reduce the heavy burden falling on the Government. As far as the Working Capital is concerned, the commercial Bank will be approached for help.

6th April, 1972.

JUSTIFICATION FOR PURCHASING A FLEET OF 200 TRUCKS

Maybe, any volume of research work does not yield a satisfactory picture as to the exact quantum of transport facilities that should be added in a developing country like Tanzania, but the various crises the country is facing from time to time do not fail to indicate that there is an absolute shortage of transport capacity in the country. Hence, the need to procure additional facilities should be considered basing on the following factual and basic aspects:-

(1) MAIZE TO ZAMBIA

During the later part of 1970, Zambia faced a serious situation of shortage of maize and our country had a moral obligation (apart from the commercial benefits) to transport the maize to Zambia. The radio, daily newspaper and other media of advertisement and publicity were continuously requesting transport operators to come forward and tackle the situation. The response was very much disappointing - only to imply the situation that there was shortage of transport capacity in the country.

(2) OPERATION DODOMA

In the real sense, this should be called as 'Operation Ujamaa.' The Government advertised for pooling all the available vehicles for the Operation Ujamaa, which was intended for transporting the peasants and their belongings from their various scattered villages to the Ujamaa village. The first Operation took place during last year. Here also there was no response from any quarter and ultimately the Government Transport vehicles which were otherwise intended for their day to day operations had to be diverted. The Operation will have to start again during June 1972 immediately after the rains. The approximate number of trucks that would be required is 200 to 250. The Operation Ujamaa will, in future, be carried out in other places. This will necessitate a continuous operation of the vehicles for this purpose during each year at the specified season.

(3) OPERATION FERTILISERS

The Fertiliser Co. Ltd. of Tanga went into production during 1971. Approximately, 60,000 tons of fertilisers were to be moved to different parts of the country during the ploughing period, immediately before the rains, i.e. to say, between September and December 1971. Here also there was an utter failure to procure a fleet of vehicles for distribution and the Government vehicles had to be diverted on an emergency measure. This problem will be faced every year during the distribution season of the fertilisers.

(4) OPERATION CASHEWNUTS

This is a live issue at the time of writing this paper. The annual production of raw cashew is estimated to be around 100,000 tons. Majority of this is intended for export. The storage facility for keeping these cashewnuts is very much limited.

Added to this, inadequate transport facility is causing a serious bottleneck. The Government tried to procure trucks from various sources but failed. The only two operators who are tackling this situation are:- fleet belonging to Comworks and Teeteeco, but the trucks made available by these two sources is too inadequate. As a matter of fact, the crops lying in some of the villages still remain untouched even though the season is coming to an end. This naturally causes great disappointment to the farmers who are looking for a return of their sweat only by sale of these crops. Apart from this, delay in exporting cashewnuts is causing delay in earning foreign exchange in time. More difficulties are being encountered in view of the rains and inadequate transport facility will definitely bring enormous national wastage if these cashewnuts are spoilt by rain.

(5) MWANZA COTTON AND COTION CAKES

At the time of the first meeting of the Transport Standing Committee, the problem of bales piling at railheads along the Mwanza railway line was brought to light. At that time, there were about 130,000 bales at railheads, 60,000 at ginneries and an estimated equivalent of 40,000 bales of seed cotton at Societies. The railway was the transporter and it was reported that wagon supply was very poor and unsatisfactory; it amounted to an average rate of 1,500 bales per day to Dar es Salaam which indicated that it would take as much as 8 to 9 months to complete the transportation of cotton bales for the whole season. As bales piled up at limited storage facilities at railheads, it became clear that storage at ginneries will be used up, already a number of bales were stacked outside ginnery sheds, the rains were coming and unaccountable losses were bound to occur. This apart, the unutilised storage at the Dar es Salaam LSMB godowns was expected to cost the LSMB a loss in revenue of shs 50,000/= per week. This also proves a crisis arising on account of inadequate transport facility in the country.

(6) ZTRS SUBCONTRACTORS AND OTHERS

It is a wellknown fact that a number of Subcontractors from Kenya, Uganda and Zambia are operating in this country particularly as Subcontractors of ZTRS. The total estimated trucks operated by these Subcontractors is around 400. Similarly, for the transport of petroleum and petroleum products to various parts of the country, a substantial number of trucks of Zambia-based company, viz. Rudnap Ltd. is being used. This also stands to show that the country is suffering on account of inadequate number of trucks.

(7) In accordance with the Arusha Code, the paramount policy of the country is Socialisation. Transport is a Social Service. In a capitalistic country, profit is the main objective and service stands secondary. But in a socialistic pattern of society, the service is the primary objective, whether or not the organization makes profit. Hence, social service is an important justification for running the Transport Industry as a state-owned one with adequate number of fleets. It is needless to emphasise that this Corporation has been formed for this very purpose.

(8) To take over existing operators, enormous amount of money is

required which may be almost equal to that of establishing new company under the same scale. Hence, taking over the existing operators will never help in achieving the immediate purpose of increasing the transport capacity. Purchase of adequate number of new vehicles will, therefore, not only increase the transport capacity in the country but also pave the way towards the goal of nationalization.

- (9) The country must increase the number of vehicles in accordance with economical growth and population increase. In a medium motorised country as Tanzania, the growth rate of vehicle is, in general, higher than that of national economy. According to the analysis of the Transport Economist, the growth rate of lorries must be 7 to 11% at the present rate of increase of G.D.P. of 6.5%. The number of lorries in the hands of public carriers in 1970 was about 3,500 (Average capacity 6 tons). So 250 to 380 vehicles of 6 tons capacity must be added to cope with the development of the country.
- (10) At the same time, adequate number of lorries for replacement must be taken into account to maintain the existing transport strength. It is estimated that the vehicle life is 8 to 10 years (even though 5 to 6 years is recommendable), another 350 to 450 lorries must be purchased for replacement. The fact that existing lorries are being worn out because of lack of proper replacement should not be overlooked.

CONCLUSION

Thus, the country needs 600 to 830 vehicles of 6 ton capacity or 300 to 415 vehicles of average 12 ton capacity only. After analysing the above facts and figures, it can only be said that a purchase of a fleet of 200 trucks is only a humble contribution in the Road Haulage Sector.

APPRAISAL OF THE WORK OF THE NATIONAL TRANSPORTCORPORATION UP TO JUNE 30TH 1972I. PREAMBLE

The National Transport Corporation was launched as a public body by Presidential Order in September, 1969. The Corporation therefore is now in its third year.

Perhaps it is a bit too early to look back and see what has been or has not been done by the Corporation. Yet perhaps it is about time to do so as this may help to discover not so much what achievements have been gained as to what are the weak links, so as to strengthen them in a forward looking manner.

"We must run while they walk" is not just a nice catch-phrase, it is a guiding light in a young developing Tanzania in building up socialism. The National Transport Corporation as one of the major tools in building socialism must catch squarely the spirit of this guiding light. Therefore there is no time which is too early for inward looking in to what we are doing.

In appraising an object, it is easier when the object is outside yourself. It is not so easy when you are a part of that object. For in the later case one could be either too honest and cut himself severely with self-criticisms or else have a biased mind inclined to point rosy pictures on the little achievements gained and play down all the glaring failures. But this is a normal problem which must be met.

To be realistic in our approach we must have therefore the aims and functions of the Corporation permanently in front of us so that we can see how nearer to or further away from the objectives, in the activities of the Corporation so far.

II. AIMS AND FUNCTIONS OF N.T.C.

The aims and functions of N.T.C. as laid down in the National Transport Corporation (Establishment) Order 1969 could be classified in three main categories:

1. To plan, provide and develop transport facilities on land, sea and inland waterways, and air for carrying persons and goods, and to deal in all matters related thereto and connected therewith.
2. To provide safe, reliable, adequate and reasonably cheap means of transport for the public.
3. To socialize the transport services with as its ultimate goal to place all the major means of transport in the hands of the people.

III. THE ACTIVITIES OF N.T.C.

The success or failure of the activities of N.T.C. shall be judged by how nearer to or further away from its objectives stated above, in the N.T.C.'s attempt to implement them. The N.T.C. in order to attain its objectives has already started establishing a few companies to provide the required transport facilities on land and sea, and it is working towards establishing a nuclear in air transport.

1. ON LAND

(a) For Passenger Transport.

(i) General

In April 1970 the Dar es Salaam Motor Transport (D.M.T.), a private Transport Company of United Transport Company established in June 1949, was nationalized and put under N.T.C. as its first subsidiary company to cater for passenger transport in Dar es Salaam and in certain routes up-country.

When the D.M.T. was taken over by N.T.C. in April 1970 there were 141 buses, of which 115 were for the City and 26 for the Country Services. Nine months later 15 more buses were added to the fleet making 129 buses for the City and 27 for Country Service. By June 1972 the total fleet became 232 giving 167 buses for the City and 65 for the Country Services. Passengerwise, while in April 1970 D.M.T. was carrying 4.7 million passengers per annum, by June 1972 the number approached the 6.3 million mark per annum. During the same period the number of trips both in the City and Up-country have been increased, to a double in some cases. Also a few new routes have been established.

Thus, within the first three years of the take over the fleet would be more than have doubled. Consequently the number of passengers per annum will be considerably high. This no doubt will have great impact on the public services.

In terms of numbers and the increased size of the services it could be accepted as an achievement. Unfortunately increase in social amenities is not like surpluses in financial transactions, which might be called "profit" and either be made dividend or be ploughed back into the capital or recurrent works.

For, one thing is true that transport service as an industry is closely linked with the day-to-day social, economic and political activities of the people. Thus the more the development in those aspects the more the usage of transport facilities and therefore the greater the demand. Another thing which is equally true is that transport facilities unlike the products of other industries for the products of transport industry cannot be held in stock. Because the first and foremost product of transport industry particularly in a socialist country like ours, is the proper service to the public through effective mobility of the vehicles. Further since, in consonance with the above notion, the vehicle must be kept constantly in the move the depreciation through wear and tear is greater than that of any other commodity or property.

The above mentioned problem is one of the greatest obstacle for N.T.C. towards the achievement of its objectives. Tanzania is developing and is developing fast. Thus the demand for passenger transport, for some considerable time, shall always outstrip all efforts. This with some other problems to be stated later, inspite of what appears to be a rapid development in increased passenger transport facilities, we are still a long way from meeting the demand of the public be it in the city or country services.

(ii) Planning and Development

For passenger transport business, in order to develop adequate transport facilities planning must be consistent and continuous exercise. This is being done to a certain extent. It is not as yet consistent as it has no logically projected target figures. The main reasons for this are two. The first is that D.M.T. when it was a private company had no consistent plan. Apparently everything was done on an adhoc basis. When therefore N.T.C. took it over there was no real planning base to start with. And as the pressure to consolidate whatever was there and provide transport was so great there has been little room to start consistent planning. The second reason, perhaps the greater of the two is the lack of adequate data.

The Corporation with its own meagre resources and with the help of some outside assistance has collected some basic data particularly in the City transport. Many of the problems in transport have been highlighted in this exercise and some means of mitigating them have been proposed. The Corporation is now studying them in order to find ways of implementing whatever is found to be appropriate and feasible.

(iii) Safe, Reliable, adequate and Cheap Means of Transport

Good transport facility is that which is safe, reliable, adequate and reasonably cheap and this is one of the aims of this Corporation.

In so far as safety is concerned efforts are being made to reach this objective. But from our records and other sources of information there is still a lot to be desired. The number of accidents is on the increase both in the City and Country Services. In the City there is still the problem of friction between passengers and D.M.T. workers though this is a bit on the decline.

They are a number of reasons for this kind of situation some of which may not be known to us. Here we shall give some few reasons which we think are the major causes.

The first one is that of the drivers themselves. There is a common maxim held by most big passenger transport firms in the world whether in socialist or capitalist country. This maxim is: "the best allround driver of all types of vehicle at recruitment can only be a good student for passenger transport". This means that the best known driver is not good enough for passenger transport until he has learned what it means to be a driver for passenger transport. Many of our drivers do just drive along. They do not make or see the difference whether they are driving cargo trucks or an omnibus full of human beings.

In the D.M.T., as we see it, this has been caused by three main reasons. The first is that during the take over D.M.T. had to standardise its salaries for drivers to fall in line with the Directives from the Standing Committee on Parastatal Organisations. Apparently no serious consideration was given to the heavy responsibility for a driver in passenger transport. The best driver, as stated above, needs inducement whether to take employment or to remain in service. This coupled with the fact that Zambia Tanzania Road Services were at the peak of demand of drivers at the time and they were offering better terms of service many of the old good hands in D.M.T. left the Company. Thus D.M.T. not only had to contend itself with the poor left over drivers, but had to recruit new drivers from among those drivers who were, so to say, the rejected ones for considerable time. Hence this is the cause of the poor workmanship shown every day. The second is the lack of specific training not only in the technical aspects but also in the humanitarian side and the realisation of the philosophy of life in a socialist country like ours. It is possible that we the leaders too in N.T.C. and D.M.T. have not as yet looked at this aspect with all the seriousness it deserves. There has been and there is still some form of training but it is somewhat sporadic and on an adhoc basis.

There is a need therefore for the Corporation to reconsider ways and means of making the work of driving D.M.T. buses attractive both to enter and to remain in the service. The Standing Committee on Parastatals must be made aware of this fact. Further, there is an urgent need to plan and carry out a systematic training programme for drivers.

The second cause is the attitude of the public for which the service is provided. This is particularly in the City Service. The public, at least quite a few of them have the idea that D.M.T. being nationalized entitled them to do whatever they want - "Mali ya Umma". This idea of having a "free licence" has been at the bottom of the many frictions in the buses. This coupled with the attitude of the conductors and drivers due to lack of proper training as stated above makes the situation even worse. The result of all these is quarrelling, fighting, overloading, skipping bus stops, etc. etc.

The third problem in safety is the roads themselves. In the City most of the roads are too narrow for the present volume of traffic and also the surface in most cases is too rough for smooth driving, hence accidents and delays. Similarly on up-country roads most of them are rough, narrow, with sharp bends and steep slopes. They are either dusty during dry weather or slippery in rain seasons. All these represent elements prone to causing accidents.

On reliability of transport facilities, the upcountry buses are fairly reliable. In the City Service however there is still a lot to be desired. Many of the reasons are those mentioned when discussing safety. The new other causes to be added are: one is again the lack of sense of responsibility among the drivers and conductors particularly at the change over time. There a driver who ends his shift leaves the bus, but the other driver for the new shift is nowhere to be seen. Similarly for conductors. The other one is the breakdowns of buses. It has been a common thing to see buses stranded on roads sometimes at the most awkward places. Efforts however are being made to minimise these problems, both on educating the drivers and obtaining engineers who are badly lacking in D.M.T.

Talking of adequacy, it has already been made clear earlier on that in the present situation we are still far from this objectives. Some of the universal reasons have already been discussed, but here we only state that the main bottleneck is finance. Currently what was required is shs. 13.33/=m to meet the present projected figure of buses, but the Corporation has been promised to get only shs. 7.5/=m. The rest was expected to come from the dividend of surpluses. But at such an early date of the Corporation adequate surpluses cannot be expected.

Good transport facilities must be cheap and this is even more so in a socialist country like our because this is a service to the public. It is difficult to say how far or nearer to this goal the D.M.T. is at present. For dearness or cheapness are very relative terms as they depend on so many factors. The actual situation is that since the take over of D.M.T. fares have remained at par. The cost of running the business no doubt is rising every time due to rises in prices and now the rise in the minimum wages. The N.T.C./D.M.T. must work out what it means in terms of finances of the Company. At the same time all efforts must be made to the one hand to see that the fares are kept as low as possible and on the other to run the business on loss should equally be avoided.

It is stated earlier on that the ultimate goal must be the socialization by putting all means of transport in the hands of the people. It is a worthy goal for the N.T.C. to pursue. But the Corporation is taking care that no hasty action which would disrupt and/or confuse even the present transport system. Thus the present policy is to develop public transport to cover all the gaps and gradually to absorb or replace all other non-public means of transport.

(b) For Cargo Transport.

In order to meet the needs for the transport of goods the National Road Haulage Company was established in July 1971.

The question of whether the Company has provided safe, reliable, adequate and cheap means of transport cannot at this stage be dealt with as the Company has just started operation. Every effort, however, is being taken to see to it that the Company gets the best drivers with the sense of responsibility on the safety and maintenance of the trucks. With ten trucks ready the business has started and N.T.C. is confident that this new Company will carry out its obligation to the satisfaction of all concerned.

Reasonably research has been made into the actual transport facilities for haulage and the actual demand and there is enough data to base the Corporation planning for national road haulage. Like in the passenger transport and even more in haulage there is still a great need for more detailed data for planning and programming the service. In order to be able to obtain this objective there is a need to strengthen the staff in the Planning and Research Department.

As already stated, here too, the bottleneck is finances and manpower. For finances, negotiations are underway to obtain the required funds both from within and outside the country. Manpowerwise there is again some apparent misunderstanding on the part of the Standing Committee on Para-

statal Organisations in so far as to the level of actually required personnel both at the N.T.C. Headquarters and the Company. Quite often the Committee insists on lower level personnel who might not be able to be effective in the Corporation. It is hoped that this will be a passing phase.

Since there is a nation-wide haulage demand - inter - regional, regional and local - in short a demand for a transport system with a country-wide transport network and networks within the region; since the networks do not exist independently, but closely interrelated to one-another and play an organic function of the whole; since there is a need to meet transport demand at national level which means to coordinate with the regional and local transport Co-operatives, to fill in the gaps in regional and local levels and to bring relief where required on seasonal demands during high peak periods by mobilising transport facilities, there is definitely a need for adequate finances and skilled manpower of high level in Planning and Research, and operation at the N.T.C. Headquarters and administrative, technical and operational staff of the required standard in the Company.

2. ON SEA AND INLAND WATERWAYS.

Tanzania having an ocean all along its eastern side with the Island of Zanzibar just off shore; the three largest lakes in Africa forming a part of its border in the north, west and south-west; some small lakes and fairly big rivers, transport on water and inland waterways becomes a vital objective.

Towards this goal a start has been made. The Tanzania Coastal Shipping Line was incorporated as a Subsidiary Company in May 1970 with the aim initially to serve the Tanzania Coast south of Dar es - Salaam. That is the service is to cover Dar es Salaam, Mafia, Kilwa, Lindi and Mtwara.

The first ship M/S Mtwara was launched on the 4th April 1972 and has ever since been doing one trip a week each way.

The Coastal area south of Dar es Salaam has been suffering badly transportwise. It was almost cut off from the rest of the country for the greater part of the year. Thus the ship has been a windfall to them.

But like in the case of D.M.T. the service is still far from approaching the transport demand for a number of reasons. The main ones being first the size of the ship which has a capacity of 150 passengers only. Second although the plan was to have two trips a week each way the initial problems made it necessary to start with one trip a week.

Having aroused the hopes of the people in the Southern Tanzania to have at least some regular means of transport, its inadequacy in capacity and frequency disappointed many people as passengers more than twice the capacity are being left every time. It has been necessary to ensure safety and comfort, in spite of the pressure that it ought to take more, even on deck.

The Company with the acquired experience is planning to start two trips a week after August 1972 and also negotiations are underway to acquire a second ship.

There has been other problem too, such as misunderstandings between the crew and passengers. This no doubt is due to higher expectation of the public and an incomplete knowledge of the people and their environment on the part of the crew. The situation however has greatly improved after a roundtable frank discussion at a meeting called for the purpose. Another problem was the fact that the ship was not docking at Kilwa and Lindi and transport facilities to bring passengers to and from ship at Mafia, Kilwa and Lindi were not adequate and safe. This problem too has been taken up for rectification. Food and catering facilities was another short-coming. This is being corrected.

In so far as inland waterways is concerned no specific active consideration has been made as yet. The idea currently is to consolidate on what has already been planned and activated. There is certainly a need for N.T.C. and its Subsidiary in its planning and programming exercise in the near future to look into the possibility of having transport facilities in our lakes and even rivers particularly where there is no such facilities at all.

3. ON AIR.

The vastness of Tanzania, the long distances between main centers in the country and the growing demand of faster means of transport call for adequate air transport.

There is the East African Airways covering most of the main urban centres. But their schedules may not meet sudden needs and needs in between scheduled flights, for fast transport. The existing air charter companies are both limited and foreign. Thus in accordance with national policy both on transport and that of putting the main means of transport in the hands of the people, the N.T.C. has embarked into negotiations to start, at least, a neuclear air charter service in Tanzania.

At this stage little can be said until the negotiations and planning has reached a reasonably advanced stage.

IV. ASSOCIATED COMPANIES.

In accordance with the aims and functions of N.T.C. that the Corporation should involve itself with or engage in activities similar or related or connected with transport business the N.T.C. is associating itself with other organisations in transport business.

So far N.T.C. entered into association with only two such organisations which are: The Zambia Tanzania Road Services and the Eastern Africa National Shipping Line.

The Zambia Tanzania Road Services is owned by N.T.C. (Zambia) N.T.C. (Tanzania) and Intersomer. The first two holding are 35% each and the last having is 30%. This Company though started well is meeting a number of problems such as drop in the price of copper, drop in tonnage from either end and the like. This makes the income of the Company have a considerable drop. The effect of this naturally is that the shareholders expect little dividend, if any. In so far as

tonnage of copper and general cargo is concerned steps have been taken to bring it up to the optimum level. General cargo from Dar es Salaam on the other hand, has slowed down considerably due to delay in documentation of cargo for Zambia. Often trucks are sent back to Zambia empty.

The Eastern Africa National Shipping Line is owned by Kenya, Uganda, Zambia and Tanzania Governments holding equal shares. The Company has four ships. Each of these countries has one ship registered under it.

This Company too is having problems both in management and heavy competition in the business. The Board of Directors of the Company are looking into these problems. It is understood that management may have to be changed and the Company's Headquarters which is currently in Mombasa is to move to Dar es Salaam.

V. CONCLUSION.

Having discussed that much on the aspects of the activities of N.T.C. in relation to its aims and functions, some of its little achievements and also shortcomings it is fair to conclude that a beginning has been made and all efforts are being made to move forward in the Tanzania spirit.

Further, if the N.T.C. and its subsidiaries are given all assistance, sympathy and encouragement by all concerned and if all working for the Corporation at all levels catch up with the spirit of Tanzania socialism in working hard, self-discipline and sense of responsibility, the move forward towards its goals will be assured. It is the hope of the Corporation that this will be so.

N.T.C. OVERALL POLICYPREAMBLE

A. The Government Overall Policy for National Transport Corporation which constitute the objects and functions of the Corporation has been laid down and spelled out in the National Transport Corporation (Establishment) Order, 1969. In brief this policy can be classified as follows:

1. To plan, provide and develop transport facilities on land, sea and inland waterways and air, for the carrying of persons and goods and to deal or engage in all matters related thereto and connected therewith.
2. To provide safe, reliable, adequate, regular and reasonably cheap means of transport.
3. To socialize the transport services with as its ultimate goal to place all the major means of transport in the hands of the people.

B. In order to achieve these objectives the N.T.C. has formulated its Implementation Policy covering all general aspects of the Corporation's activities:

1. Directorates
2. Personnel
3. Establishment of Subsidiary Companies
4. Conclusion.

PART I : DIRECTORATES

I. It shall be the duty of the N.T.C. to direct all general activities of the Corporation and its subsidiaries such as :

- (a) The Administration of the N.T.C. Headquarters and the general overseeing of the Administration of the Subsidiary Companies;
- (b) The Control and Management of the Finances of the Corporation;
- (c) The general operation of the Corporation's activities;
- (d) The Planning and research activities of the Corporation.

2. In order to give effective directing of these four main fields there shall be four directorates :

- (a) The Directorate of Administration
- (b) The Directorate of Finance
- (c) The Directorate of Operation
- (d) The Directorate of Planning & Research.

A. Directorate of Administration.

- (i) The day-to-day Administration of the N.T.C. Headquarters.
- (ii) The dealing directly with personnel matters at the Headquarters and generally in the Subsidiary Companies.
- (iii) The co-ordination of general activities of the Corporation and its Subsidiary Companies.

B. Directorate of Finance

- (i) The Control and Management of the Finances of the Corporation and generally overseeing the Finances of the Subsidiary Companies.
- (ii) The Planning and Budgeting for the Finances of the Corporation.
- (iii) To advise on the sources of Finances, which are:
 - (a) Dividends from Subsidiary Companies
 - (b) Services rendered to those Companies
 - (c) Equity from Government
 - (d) Loans from Financial Institutions in Tanzania
 - (e) Grants or Donations from Organisations or Institutions in or outside Tanzania.
 - (f) Fees, such as directors' or consultancy fees.

C. Directorate of Operation.

1. To plan, direct and control all the general aspects of operations of the Subsidiary Companies.
2. To co-ordinate and liaise the operations of N.T.C. with that of other transporters.

D. Directorate of Planning and Research

1. To plan and development of the activities of the Corporation and its Subsidiaries.
2. To do research, collect and compile all data required for N.T.C. activities and for advice to Government and other relevant authorities.

2. Relationship between N.T.C. and its Subsidiaries.

Notwithstanding the foregoing the N.T.C. as a holding Corporation must allow wide autonomy to Subsidiary Companies in their normal functions. The N.T.C. Headquarters however, will control policy and all essential aspects of the Corporation. It will give to the Companies expert advice and consultancy. It will render to the Companies such services as are necessary and available. It will act as co-ordinator between the Companies themselves, between the Companies and the Government/Parastatals/Other Organisations.

In order to have constant overall picture of the activities of the Subsidiary Companies suitable arrangements will be made to submit regular reports to N.T.C. as shall be directed by N.T.C.

3. N.T.C. Headquarters.

In order to facilitate smooth, yet rapid working and to bring closeness to team work spirit of the Managements of the Corporation and those of the Subsidiaries, the Corporation shall have a Corporation Headquarters building placed at a fairly central position in the City. The headquarters will house the Management of N.T.C. and all managements of the Subsidiaries. At the same place there shall be the Central terminal and marshalling area for passenger transport.

PART II. : ESTABLISHMENT OF SUBSIDIARY COMPANIES.

I. General

- (a) In order to attain the above mentioned objectives the corporation shall establish or incorporate companies for all types of transport and for all other aspects related to or connected with the business of transport, in accordance with the demands due to economic development and the social needs.
- (b) The rate of establishing such companies shall depend on the availability of funds and adequate manpower, the consolidation of the existing facilities, the current ruling of Government and Party policy and the generally accepted feelings of the public.
- (c) While the Corporation, in accordance with Government Policy, has as its ultimate goal to socialize all transport services and put the major means of transport in the hands of the people, the rate and modus operandi of its implementation shall come fairly gradually. The aim is to expand gradually covering all the major routes and filling in all the gaps caused by deficiency in adequate transport facilities. Thus replacing dilapidated facilities and/or gradually absorbing privately owned transport facilities. This is in order to avoid creating confusion or even disrupting the existing transport facilities.
- (d) The Corporation shall co-operate, collaborate, coordinate, liaise and work closely with the Co-operative Unions, Primary co-operatives in Ujamaa and other villages and, Development Corporations dealing with transport in order to co-ordinate these facilities and rationalise them as and when necessary.

2. Existing Subsidiary Companies.

The Corporation has already incorporated some Subsidiary Companies such as :

- 1. Dar es Salaam Motor Transport Company Ltd. (D.M.T.)
- 2. Tanzania Coastal Shipping Line Ltd. (T.C.S.L.)
- 3. The National Road Haulage Company Ltd. (N.R.H.C.)

3. Future Plans

(a) Decentralization of D.M.T.

- (i) Due to anticipated increasing demand for services both in the City and Up-country and in view of the fact that the fleet in both the City and the Country services will expand rapidly, in order to have effective management it will be necessary to split the D.M.T. Services into two separate Companies, one for the City and the other for Country Services respectively.
- (ii) In order to have effective service to zonal and regional demands and, also to effect adequate collaboration, coordination and co-operation with transporters in the regions down to village level the N.T.C. for the passenger and cargo transport shall establish up country centres at the most suitable places for the marshalling and maintenance of vehicles.
- (iii) Similarly Workshops which could be used jointly with Co-operatives shall be established up-country.

(b) The Establishment of Hire, Safari and Taxi Services.

In order to meet increasing demand for Hire, Safari and Taxi Services and also, to avoid disruption of the normal functioning of transport facilities in meeting those demands the Corporation shall establish a separate Company to deal specifically with these aspects of transport services. Among other things such a Company could cater for the following :-

- (i) Transport for School Children;
- (ii) Scheduled service for Factory Workers;
- (iii) Buses and Mini-buses for safaris to Game Parks and other tourist attractions;
- (iv) Special Schedules during National festivals and Celebrations;
- (v) Travel (in and around the City) and Safaries for V.I.P.s
- (vi) Taxi Services (Chauffer and Self-driven).

(c) Establishment of Air-Charter Services

Due to the growing demand for faster travelling in Tanzania both for business and for emergencies, and with the likelihood that some of the existing Operators may decide to wind up their business in air services, it will be necessary for the Corporation to start an air-charter services, initially for at least to retain the existing services. And, since the unhealthy competition between the two existing Air-Charter Companies almost cripple the business it will be of the utmost advantage for the Corporation

to ensure the absence of such competition by acquiring the existing two services.

(d) Vehicles Body Building Workshop.

(i) Since Vehicle Body building by private enterprise is a very expensive undertaking and since some, if not all, of Body Building concerns, being all in foreign hands, may sooner or later wind-up business and leave the country, it is necessary therefore for the Corporation to ensure the existence of such a service by establishing its own.

(ii) Besides, like other ancilliary services to be included later, this is a necessary consequence to the transport industry. To have all ancilliary industries connected with the main industry is tantamounts to ensuring supply of the requirements of the main industry, it retains into the country most of the foreign currency which might have been used and above all it subsists the national policy of self-reliance.

(e) Other Companies or Services for Ancilliary Industries.

In light of (d)(ii) above the other ancilliary industries to be considered seriously for establishment are as follows:-

(i) Manufacture of fast moving and major spares;

(ii) Central Engineering Workshop;

(iii) Stores and Spare Management;

(iv) Motor Vehicle Assembling Service;

(v) Slip-way for ships' maintenance;

(vi) Boat and Ship-building; and

(vii) Such other Company or Service that shall be deemed necessary and feasible in accordance with the exigencies of the time.

PART III. : PERSONNEL

I. General

(a) In an institution like the National Transport Corporation with its subsidiary companies having as its aims and functions to plan, provide and develop transport facilities on land, sea and air, to cater for the general public; and, having as its ultimate goal, in accordance with the National policy, which is to have the control of all means of public transport business in the hands of the people, it is not only important but imperative that there is definite planning for

personnel for a fast growing and expanding staff in order to cope with the anticipated fast growing and expanding services. And further, since the services of this Corporation deals not only with the carriage of goods but that of human beings there is a great need of training of its personnel. This training must cover the technical, operational, administrative and other general skills and also, equally important, if not more so, the training in the human aspects of the services, that is, the handling of the people for whom these services have been established, the understanding and appreciation of the aspiration of the people and the national policy - in short the understanding and implementation of the political philosophy of the nation.

(b) This planning therefore shall include the recruitment policy based on present establishment and forecasted future recruitment, in consonant with anticipated expansion for N.T.C. and each of its subsidiaries. This planning shall be triennially, to be reviewed at the end of each year. The recruitment policy shall also include an Africanisation Scheme until such time that the Corporation is self-reliant in local personnel in accordance with national policy. The planning shall also include a training policy which may have to be phased out in accordance with funds and qualified personnel for training being available. Finally this planning shall include the costs of the personnel and training required within the plan.

(c) Except in exceptional circumstances, which should be very rare, all policy making and administrative posts should be filled by citizens of Tanzania. And, where such a post, due to in-ability to obtain a citizen for such a post at the time, thus it is filled by an expatriate, all efforts therefore shall be made to recruit a qualified citizen to replace him as soon as it is practicable or if this is not possible a citizen should be found to train and/or understudy him and take over the responsibility when deemed appropriate.

(d) On the technical staff, particularly engineers and transport economists, whom it is not easy to get from our own citizens, at least for the present and immediate future, the Corporation will have to recruit from else where, including overseas countries. Efforts shall be made, however, to make use of all the available qualified citizens and set a programme for training our personnel both locally and abroad as shall be deemed necessary. The Corporation, on the other hand, expects from the Government sympathetic assistance in getting the necessary manpower in those technical fields from abroad or even to enable the Corporation to retain the existing expatriate staff in those fields whenever it is necessary to do so. For otherwise there will be a disruption in the much needed services if there is a lack of manpower due to restrictive terminologies, on expatriates.

2. National Transport Corporation Headquarters.

The National Transport Corporation, which is in a way a "holding Company" for the subsidiary companies, its Headquarters shall have a limited but effective minimum required staff. Thus the present establishment when fully complimented ought to be adequate for the foreseeable immediate future, with only a possible flexibility in one field.

This field is in the Planning and Research section.

On the other hand the N.T.C. headquarters, being or expected to be the master-mind of the Corporation as a whole, this limited number of staff must have personnel of the calibre and qualifications required to make the administrative, finance and operational aspects of the Subsidiary Companies be effectively implemented. There is therefore a need to have a few very senior staff, who would plan, advise and even control the activities of the Subsidiary Companies in general. These senior staff should cover the four main aspects of the business of the Corporation: Administration, Finance, Operation and, Planning & Research. Of the four the Planning & Research must be further strengthened by a small but effective team of researchers to facilitate proper and effective advice for the Corporation.

This set up at the Headquarters, though limited in numbers, may appear a top-heavy structure. But when it is looked at from the angle that this is the central machinery of the whole Corporation as described earlier on, that is the four Directorates being the key points in the organisation as can be seen from the job descriptions of the Directors, it has been accepted that this set up is absolutely necessary.

The schedule of existing establishment and the forecast for the next triennium with costs is set out together with notes explaining each item and is attached to this paper as an annexure.

3. Subsidiary Companies

(a) The National Transport Corporation has three companies in operation and the fourth is being considered in order to implement the aims and function of the Corporation as set out in the National Transport Corporation (Establishment) order 1969. These Subsidiary Companies are :

- (1) The Dar es Salaam Motor Transport Co.
- (2) The Tanzania Coastal Shipping Line
- (3) The National Road Haulage Company
- (4) Air-Charter Company (being proposed) (National Air Charter Co.)

4. Establishments and Recruitment Policy

(a) The detailed existing establishments and the next triennial establishments forecast for the Subsidiary Companies will appear under each of their own separate heads. This section will only cover the overall policy in so far as those companies are constituent components of the Corporation.

(b) The general establishment and recruitment policy shall be that the N.T.C. and each of its Subsidiary Company shall endeavour to obtain for the necessary and appropriate staff in accordance with the existing and anticipated expansion of the services, within the national policy, the economic development of the country and the social needs, as already stated under (1) above.

5. Training Policy.

A properly planned training for the N.T.C. and its Subsidiary Companies, as already stated, is a must and it must contain the following:

A. AIMS:

1. To improve the skills, know-how and efficiency of personnel in all categories and at all levels.
2. To prepare staff, in the pipe-line, for future employment, whether in replacing others or meeting the needs caused by normal development or expansion of the services.
3. Above all, in a public service in a country like ours, it is not only important but absolutely necessary to instill in the minds of and train the workers, particularly those who come into direct contact with the public, such as (drivers and conductors 'this to include ships' and air crews) the proper orientation in their whole attitude, habits and practices towards the aspirations and anticipation of the public for whom these services are provided.

B. PROGRAMME :

The programme and costs will be worked out in accordance with the aims as stated above. In as much as possible this programme should be locally based, initially using all available relevant training facilities both existing and those organised ones to suit our needs. As soon as practicable there should be, as herein after proposed, an institution which will house all the necessary facilities for the proper training the personnel of the Corporation and possibly others from Government, Parastatals, Co-operatives and other public bodies with similar requirements.

C. TRANSPORT TRAINING INSTITUTE :

(a) On the basis of the national policy of self-reliance and in order to have an effective and adequate training in all fields of Transport, there must be established a Transport Training Institute, at the most appropriate place in the country.

(b) In order to economise and have the maximum use of the resources available, the Institute should embrace all branches of training for all the services under the Corporation.

(c) As soon as the principle and feasibility of establishing such an institute is approved the N.T.C. should take all the necessary steps to work out definite and detailed proposals as to the nature of the institute, the place, buildings, staff and material required with the estimated costs. As stated above such an institute could be developed in phases amply spaced out.

ESTABLISHMENTS FOR 1972/73 AND PROJECTED ESTIMATES FOR 1973 TO 1976									
DESCRIPTION	1972/73			1973/74	1974/75	1975/76	COSTS IN SHS.		REMARKS
	APPROVED ESTIMATES	FILLED	VACANT				ESTIMATED	ACTUAL	
Executive Chairman	1	1	-	1	1	1			
General Manager**	1	1	-	1	1	1			
- Consultants*									
Director of Administration	1	1	-	1	1	1			
Director of Finance	-	-	1	1	1	1			
Director of Operation	-	-	1	1	1	1			
Director of Planning and Research	-	-	1	1	1	1			
Administrative Officers	2	1	1	2	2	2			
Finance Officers	2	1	1	2	2	2			
Corporation Secretary	1	-	1	1	1	1			
Public Relations Officer	1	-	1	1	1	1			
Operational Officers	3	1	2	3	4	4			
Planning/Research Officer	2	1	1	2	4	4			
Lobrary & Research Officer	1**	1	1	1	1	1			
Planning/Research Officers(Trainees)	-	-	-	2	4	4			
Industrial Relation Officer	-	-	-	1	1	1			
Assistant Personnel Officer	1	-	1	1	1	1			
Research Assistants	-	-	-	4	4	4			
Executive Officer	1	1	-	1	1	1			
Secretaries/Stenographers	6	-	6	6	6	6			
Confidential Registry	-	-	-	1+	1	1			
Open Registry	-	-	-	1+	1	1			
Assistant Accountant/Accounts Clerks	3	1	2	3	3	3			
Clerks/Typists	6	3	3	4+	4	4			

DESCRIPTION	1972/73				1973/74	1974/75	1975/76	COSTS IN SHS.		REMARKS
	APPROVED ESTIMATES	FILED	VACANT					ESTIMATED	ACTUAL	
Clerical Officers	2	-	2	2	2	2	2			
General Manager's Office	6	-	6	2	4	6	6			
Administration	5	-	5	4	4	5	5			
Operational	4	-	4	2	3	4	4			
Planning & Research										
Telephone Operator	1	1	-	1	1	1	1			
Drivers	5	3	2	5	5	5	5			
Messengers	3	2	1	3	3	3	3			
Cleaners	7	5	2	7	7	7	7			
Watchmen	2	2	-	2	2	2	2			

ANNEXURE 2.

NOTES ON ESTABLISHMENTS

A. 1. Executive Chairman

This is a statutory appointment. The Chairman is appointed by the President for indefinite period to oversee the day to day business of N.T.C. and its subsidiaries.

2. General Manager *

The present one is an expatriate on technical aid. His contract expires in September 1972. It is anticipated that the next General Manager will be appointed from citizen of Tanzania.

Consultants *

As and when required. These normally are on technical aid basis from abroad.

3. The four Directors

As the main fields of the N.T.C. is fourfold: that is Administration, Finance, Operation and Planning & Research, which permeate throughout all the activities of the Subsidiary Companies, it is necessary that each of these fields or departments is headed by a very senior and very responsible person in order to have effective planning, control and guidance over similar sections of the Subsidiaries.

4. Administrative Officers

One of these two will deal with normal and routine administrative duties and the other will largely concern himself with personnel matters.

5. Finance Officers

One of the two will deal with the day to day accounting and the other will handle budgetary and development finances.

6. Corporation Secretary

Will handle all normal duties of a Corporation Secretary.

7. Public Relations Officer

This officer shall be attached to the office of the General Manager for all public relations and publicity matters of the Corporation.

8. Planning & Research Officers

The planning & Research department is the key for the development of the Corporation as the Corporation will need all the data necessary to implement the Government policy and the programmes of the Subsidiary Companies. Since there will be, for the foreseen immediate future, four Companies - D.M.T., Tanzania Coastal

shipping Line, National Road Haulage Company and Air-Charter Company - there must be at least one Planning/Research Officer for each. To augment this departmental strength there will be Planning/Research Officers (Trainees) one under each officer, both to help them in collecting and compiling data and also to study all what is in the section so that they take more responsibility when apparently there will be a need, either of replacement or due the natural expansion and development of the service.

9. Operational Officers

The reasons for these 4 posts for the next three years is very much similar to those under (8) above except that the nature of work is different.

10. Library & Research Officer

The N.T.C. is collecting and building up a library of literature on transport and other related subjects. In order to make such a library up-to-date and appropriate for the activities of the Corporation there must be a librarian who is also capable of doing research to find out suitable material old or new for the library.

11. Planning & Research Officers (Trainees)

The reasons for this cadre is given under (8) above.

12. Assistant Personnel Officer

Shall assist the Administrative Officer dealing with personnel matters, on all matters concerning personnel in the N.T.C.

B. Supporting Staff

1. Executive Officer

He is incharge of and generally supervises the clerical and other junior cadre staff.

2. Confidential Registry.

The Corporation with its Subsidiary Companies being continually expanding and with correspondence covering a number of Government Ministries, Parastatal Organisations, other national bodies, on the one hand, and foreign Governments and institutions on the other the volume of confidential correspondence will be high and in order to maintain the required confidentiality, and at the same time to effect speed and efficiency, there must be a person specifically responsible for the confidential registry, but such a person shall come from the approved quota of 6 in the Clerk/Typists cadre, only he must be of a higher quality and sense of responsibility necessary for such work.

3. Open Registry.

Here again due to the fact that the N.T.C. with its Subsidiaries is directly involved with the public, the volume of letter will

be considerable enough to warrant a person specifically to handle the Open Registry. This one too should come from the approved quota of the 6 Clerk/Typists.

4. Asst. Accountant/Accounts Clerks

Since the Finance Department will deal not only with the accounts of the N.T.C. Headquarters but also those of the Subsidiary Companies, the sifting of such material shall require at least 3 Assistant Accountants/Accounts Clerks.

The ratio could be 1 : 2 respectively.

5. Secretaries/Stenographers

There shall be a Secretary/Stenographer for each of the following:

The Executive Chairman
The General Manager
Each of the Four Directorates.

As some of these officers may not require a stenographers the number of Secretaries/Typists and Secretary/Stenographers shall be determined according to demands.

6. Clerk/Typists

There shall be 4 typists for the coming triennium, in the typing pool for all other officers, and for open letters from the senior officers. Normally the Secretaries shall type all the letters of senior officers to which they are for the time being assigned.

7. Clerical Officers

As there will be a lot of paper work of general nature which could boggy down the Secretary/Stenographers and Clerk/Typists there shall be clerical officers for each department for general duties, as shown under the schedule. Some of these say half-could be of the clerical assistant type. These posts will be used for upgrading messenger/cleaners if, through their effort in education and experience, warrant such consideration.

8. Telephone Operator

Since there is one telephone switch board there will be only, one telephone operator.

9. Drivers

There will be 3 - 4 official cars. There shall be therefore 5 drivers. One shall be relief and standby to meet leave, relief, off days and emergencies.

10. Messengers

Within the coming triennium the existing establishment of two will be adequate:

11. Cleaners

The present establishment is 7. The future of this cadre will depend upon the nature of the accommodation N.T.C. will be occupying.

12. Watchmen

As No. 10 above.

PART IV. : ASSOCIATED COMPANIES

1. Whenever found possible and appropriate the Corporation will go into association with any Company or Corporation whose business is relevant and useful to the activities of its Corporation.

2. At present the Corporation is in association with two such Companies :-

- The Zambia-Tanzania Road Services Ltd.
- The Eastern Africa National Shipping Line Ltd.

PART V. : CONCLUSION

This Implementation Policy as laid down by the Corporation, to some may appear not comprehensive enough as some people look for a very detailed policy statement. The Corporation is convinced that since the main stresses of the importance of the aims and functions of this Corporation has been adequately laid down by Government Act and Order (1969) and since the aim of this policy is just to give proper direction within perspective of the Establishment Order and the public aspiration, this brief policy is adequate for the purpose. Besides, a too much detailed policy statement may, on one hand, confuse those concerned, on the other, it could tie down management and find that there is no room for flexibility as and when required.

To others this policy may appear too ambitious as it necessitates the Corporation to move rapidly in expansion both horizontally and vertically. The fact is that while the Corporation believes on consolidation of the existing commitment first, but due to demands caused by Tanzania's ever fast growing economic demand and social change all these facilities mentioned herein become over-due even when you begin to consider them.

In the wise statement of His Excellency Mwalimu Julius Nyerere "WE MUST RUN WHILE THEY WALK", the Corporation like any other National tool for development must have the element of that spirit.

The Board of Directors, therefore, is requested to approve this to be the Overall Policy of the National Transport Corporation.

PROGRESS REPORTS FROM SUBSIDIARY COMPANIES

The three existing Subsidiary Companies have had a number of activities in their own fields. The D.M.T. which is the oldest Company has more to say of the past and looking forward for more activities in the future while the T.C.S.L. and the N.R.H.C. having started just recently will no doubt tell more of the teething problems.

The reports given in this paper under separate heads deals mostly with their activities up to July/August and also giving generally the financial picture, for at least up to the end of June 1972.

1. DAR ES SALAAM MOTOR TRANSPORT COMPANY LIMITED (D.M.T.)

1. Brief Historical Background

Dar es Salaam Motor Transport Company was registered on 22nd June, 1949 as a passenger transport system under the management of the Overseas Motor Transport Company Limited which was invited by the then colonial Government of Tanganyika to conduct the public transport business in the country. Operations started on 1st. November, 1949 with only two buses which were used in transporting passengers within the City two buses Salaam. By the end of 1949, there were 9 buses to the fleet.

In 1953 the Company extended its services to the country services.

In 1965, after long negotiations between the Government and U.T.O., (United Transport Overseas - the former management - the Overseas Motor Transport Company's new name) the Dar es Salaam City Council acquired 25% shares in the Company. On 31st March, 1970 the Government of Tanzania nationalized D.M.T. and bought out U.T.O.'s remaining 75% shares and placed the Company under N.T.C. as its subsidiary. So from 1st. April, 1970, D.M.T. started operating as a public owned transport system in accordance with the Arusha Declaration of 1967 which stipulates the placing of the Country's Major Means of Production and economic pillars in the hands of the people.

2. D.M.T.'s Growth

At the time of the take-over, there was a total of 141 buses to the fleet: of those, 115 buses were serving in the City and 26 buses were for up-country services. This number was far from being adequate to meet the increasing transport demand. Therefore the new management made efforts to increase the size of the fleet and, by the end of 1970, (nine months after nationalization) there was an increase of 43 buses to the fleet making a total of 184 buses - 143 buses for the City Services and 41 buses on up-country routes. This increase has been continued steadily ever since uptill now where we have a total of 245 buses to the fleet; 180 buses in the City and 65 buses on up-country routes. The

table below illustrates the trend in the Company's growth in terms of fleet, mileage operated and number of passengers carried from the inception of the Company to the time of the take-over and hence up to now about two years after the take-over :-

D.M.T.'s progress: 1949 - 1971
Total fleet, miles operated passengers carried.

December 1949	9	38,284	116,024	Before
Jan. - Dec. 1959	39	1,628,700	9,164,311	Nationali- zation
Jan. - Dec. 1969	141	6,792,546	48,855,971	
Jan. - March 1970	141	1,925,474	13,949,963	
Jan. - Dec. 1970	153	8,059,401	59,834,394	After
Jan. - Aug. 1971	178	6,145,075	45,534,308	Nationali- zation
Jan. - Dec. 1971	144	9,590,226	69,669,452	
Jan. - Aug. 1972	245	-	-	

There has also been notable increases in the number of routes covered by D.M.T.'s bus operations. Today the total number of routes is 30 including an additional of 14 up-country routes as compared with a total of 17 routes: 8 routes in the City and 9 up-country routes before nationalization. Some of the up-country routes are:

Dar es Salaam - Tanga; Dar es Salaam - Tange - Mombasa;
 Dar es Salaam - Tanga - Mombasa (Pool); Dar es Salaam - Morogoro;
 Dar es Salaam - Nairobi (a.m. pool); Dar es Salaam - Nairobi
 (p.m. pool); Dar es Salaam - Arusha; Dar es Salaam - Songea;
 Dar es Salaam - Mbeya; Dar es Salaam - Kyela - Itungi;
 Dar es Salaam - Musoma; Dar es Salaam - Taveta - Mombasa (pool);
 Dar es Salaam - Namanga - Nairobi (pool); Moshi - Arusha - Moshi
 Via the Kilimanjaro International Airport; Dar es Salaam - Bukoba;
 Morogoro - Tanga; Dar es Salaam - Tabora; Dar es Salaam - Singida
 and Dar es Salaam - Kigoma. The Pool operations are with East
 African Road Services Limited, Nairobi.

In the City Services additional routes include Mbezi, Ubungo, Manzese, Mapipa, Viki National Stadium, Temeke via Radio Tanzania, Buguruni, Kongoe, Kigogo and Mwananyamala.

Financially, too, D.M.T. has continued to operate on a sound commercial basis. The gross revenue earned in the first three months of 1970 (before nationalization) was Shs.6,371,068; Shs4,927,320 spent, Shs.640,000 taxation, leaving a net profit of Shs. 803,748. At the end of 1970 (nine months after nationalization the revenue was Shs. 21,898,632; Shs. 16,463, 613 was spent; Shs. 2,192,216 was paid in taxation and the net surplus was Shs.3,242,803. (Audited accounts

for 1970 were published in a booklet form and distributed to Ministries, Parastatal Organizations, Members of Parliament etc. copies of which are herewith enclosed for the members of the Board of Directors for the National Transport Corporation).

Accounts for 1971 show, after taxation, a net surplus of Shs. 5,378,772. D.M.T.'s Balance Sheet and consolidated report for May and June 1972 is still in the process of being prepared. However, the Company's Bank Balance for May - June 1972 has been as follows :-

	Short term Deposit	Current Account	Total
May	4,400,000/=	1,432,265/10	5,832,265/10
June	5,000,000/=	697,681/80	5,697,681/80

Other enclosures for perusal by the Members of the Board are :-

- (a) Balance Sheet 30th April, 1972
- (b) Consolidated Report for the months of Jan. - April, 1972 and
- (c) D.M.T.'s Development and other projections.

3. Problems

D.M.T.'s progress has not been without problems. These can be divided into two categories: Problems inherited at the time of the take-over and the type of problems that usually beset any passenger transport system.

Some of the inherited problems included inadequacy of buses, lack of spare parts and maintenance facilities at the Kurasini Workshop. For example, the former management (U.T.O.) used to perform all major repair works at Nairobi where they had a large Depot with stocks of spare parts and a well equipped workshop. The space at the workshop at Kurasini could only cope with the maintenance of 90 buses only. Coupled with this, there was also a small number of engineering personnel that could cope with the maintenance of 115 buses only.

To counter these problems, a Shs. 1.9 million workshop extension and the hard-surfacing of 1½ acre of land which was started in April 1970 (soon after the take over) were completed in May, 1971. This provided a further workshop space for 120 more buses. The spares stores was also expanded and stocked. Efforts were also made to increase the fleet and improve upon bus operations by opening up new routes as has already been explained earlier in this report.

Problems that prevail today include shortage of engineering staff and drivers. For example on the Engineering Department, five posts are vacant. These are heads of sections within the Department. Despite efforts by the Company to get these posts filled, up to now this has not been possible due to the universal shortage of technicians experienced by our country at the moment. As for drivers, the Company experiences from time to time temporary shortages of experienced drivers. This happens when some of the Company's drivers leave their jobs in order to join

private firms which offer more lucrative salaries. This results in the Company being compelled to employ drivers with less experience which means increased risks in accidents. This is clearly shown in the Company's statistics which reveal that 50% of accidents are caused by new drivers.

4. Staff

At the time of nationalization the personnel strength was 1,051 of whom 1,023 were nationals. After nationalization, D.M.T. increased its staff and by the end of 1970, the personnel strength rose to 1,184 of whom 1,120 were nationals. By the end of 1971 the number of personnel still rose to 1,358. Now D.M.T. employs about 1,700 people and almost all posts are held by Tanzanians.

Training has also been one of the Company's priorities since the nationalization. So far 31 members of the staff have attended in-service training as compared with 16 that were trained before nationalization.

Resulting from the Presidential Directive No.1 of 1970 which introduced Workers Participation in Management, the Workers Council and Executive Committees were formed in 1971. This, together with the TANU Branch and Workers Committee established earlier, has availed the staff with a forum within the management. Also from the Workers Council recommendations which were approved by the Company's Board of Directors, a booklet of Guidelines was published in 1971 spelling out each workers responsibilities in performing his day to day duties and calling for a better performance of these duties. The Company also conducted workers education programmes at the beginning of 1972 in order to re-orientate the workers and educate them on better ways of dealing with the public in the performance of their duties.

Externally too, D.M.T. has made several contacts with TANU, NUTA and the general public in order to seek their advice on the improvement of bus operations and to jointly discuss the Company's problems aimed at finding their lasting solutions.

5. Future Plans

Among the future plans the Company is intending to establish a Depot at Mwanza and another one at Tanga. These Depots will cater for maintenance and bus operations covering the Lake Zone and areas around Tanga respectively. The Kurasini workshop, too, will be extended and, when complete, there will be sufficient space to accommodate 330 vehicles for maintenance at a time. It is also planned to construct a major terminus and Traffic Control Office at the New Kariakoo Market. The Company also intends to purchase 105 buses of Benz Type. At the moment, final steps are being taken to finalized an agreement with T.I.B. for a Shs. 7.5 million loan for this purpose.

II. NATIONAL ROAD HAULAGE COMPANY LIMITED

General Report of the Company.

(a) Arrival of Chassis, Body Building, etc.

The chassis for 10 Scania Trucks and Trailers arrived Dar es Salaam by the end of March 1972. There were some difficulties in clearing these chassis due to import licencing formalities and hence the units could be delivered to Body Builders only during the 3rd week of April 1972. The Body Building work was completed during the middle of June, 1972, and the painting of the truck was done by the end of June, 1972. The Body Building and Painting works were performed quite satisfactorily. The Company could not start operation until the 4th week of July, 1972 due to the following reasons :-

(b) Difficulties Encountered

Being a newly started Company, it may be necessary to express the various difficulties the Company has been encountering as part of the Progress Report. For the sake of convenience this has been divided under the following groups.

1. Transport licencing.
2. Securing the Transport Contract.
3. Operation of Scania Trucks.
4. Import Licensing Machinery.

In the matter of getting Transport Licence:

The Company had applied for open licence. The Railways sent their written objection to the Transport Licencing Authority in issuing an open licence to the Company. In the Public hearing, which took place on 2nd August, 1972, the Railways were trying to convince the members of T.L.A. that National Road Haulage Company should be given licence only to operate on the feeder routes (Pamba Roads) and not for trunk routes, since the Railways and other transporters were operating on the trunk routes. This contention was rejected by the members of T.L.A., and ultimately the open licence was given to N.R.H.C., which has a validity period of 2 years. The Railways have now further gone on Appeal to the Minister, which has the effect of suspending this 2 years licence, until the appeal is disposed off. However we are now operating with temporary licence granted to us, which is valid for 3 months, renewable from time to time.

In the matter of securing transport work.

It is deplorable to note, that parastatal organisations whose materials are to be transported, are quite reluctant to give transport work to National Road Haulage Company. Some organisations have openly revealed this by their conduct, while others have indirectly acted by offering unduly low rates, which is quite uneconomical to run. As an example, the rates offered by State Trading Corporation are quite uneconomical. When we pointed out this, they cited the low rates quoted by some small private operators, who were infact looking for return loads from Dar es Salaam. In some cases these organisations have offered their goods to Transport Agents, who do not own any Trucks or own only inadequate trucks. Recently Tanzania Elimu Supplies Ltd., have offered their goods to one unknown firm viz. M/S National Car Rental Corporation, who do not

own any trucks.

As regards operation of Scania Trucks.

The Company is facing a lot of difficulties with these trucks. It would be worthwhile to narrate the background under which the Scania Trucks were purchased and the problems we are facing.

1. At the time of initial negotiation and subsequently on many occasions till the contract was concluded, we were given repeated assurance, that Scania's technical personnel would be available to us till we get confidence in these trucks, particularly in view of the fact, they had no established market in our country! They also gave repeated assurance to open a spare parts shop to facilitate purchases on the counter and to establish a workshop in Dar es Salaam.
2. The minimum we expect of them is (a) to station one or more of their technical staff in Dar es Salaam to impart technical know-how in usage and maintenance of these vehicles, which are unique and peculiar; (b) to arrange the availability of fast moving and important spares. Without these two, any organisation with altogether new type of vehicles, would find itself a grope in the dark.
3. The Service Engineer of Scania left for Sweden (a) without our knowledge and (b) without effecting the Delivery Service and giving operational Instructions to our Drivers. This had put the Company in an embarrassing and awkward situation. We had already recruited the drivers and other technical staff. Apart from loss of profit, an idle cost of approximately Shs. 20,000/= per day would be incurred, if the vehicles were allowed to stand. The Executive Chairman of N.T.C. took up the matter by writing a letter on 13th July 1972, to the Ambassador of Sweden for the purpose of onward transmission to Saab-Scania Sweden.
4. According to Scania Specifications the truck and trailer are designed to take the following loads of material :

Truck - 11 Tons Payload (excluding body weight)
Trailer - 18 Tons Payload (excluding body weight)

On 8th August, 1972 and again on 18th August, 1972 the Road Division of Comworks have turned back our loaded trailer intended for going to Iringa and Mbeya, because according to the Tanzania Loading Regulations, a trailer with 2 axles is allowed to carry a maximum load of 16 tons, including body weight and chassis. The body and chassis weight of our trailer is approximately 8 tons. This means we are allowed a pay load of 8 tons according to regulations resulting in a loss of 10 ton on each trailer. This situation has compelled us to keep these trailers idle. We are not using them now.

As a matter of fact we gave a copy of our Traffic Ordinance to Scania Representative and requested him to examine whether the pay load as per their specification matches with that of the Traffic Ordinance permitted in Tanzania. We even suggested to put an extra axle, if there would under-loading on account of Traffic Ordinance. We fail to understand why Scania people have over-looked this point. We are not technical people and we were more guided by the experts from Scania. We have the following alternate suggestion:

- (a) Scania can put an extra axle on the Trailer OR
- (b) Scania can take back these trailers and substitute with a 3 axle trailer, at their cost, because we have purchased these trucks & Trailers at a price, having certain pay-load in mind.

The Road Division people have infact warned us that we would be prosecuted if we load more than what has been permitted under the Ordinance.

5. These vehicles are consuming abnormal quantity of fuel. The consumption for Truck alone is 4 - 5 mile/gallon, whereas we were informed by Scania that consumption for Truck & Trailer would be 5 miles/gallon or 8 k.m./gallon. In case of other trucks such as Mercedes Benz with similar pay-load and identical conditions, the consumption for Truck & Trailer is 8 - 9 miles/gallon. Thus Scania vehicles will prove to be uneconomical to run.
6. In the absence of their work-shop and spare-parts shop, it has become a night-mare as to how we are going to run these vehicles. We have faced several break-downs and we could not find any spare parts even if we net the whole of Dar es Salaam. Even those spare parts which we have ordered in a stray manner from Sweden have proved to be of prohibitive cost, in the matter freight, customs duty and Demurrage Charges even though these have been supplied free of cost by Scania. What we want to emphasise is that unless Scania opens its spare-shop immediately, we will have to suspend operation of these trucks, since it is not possible to get the spares by cabling and air-freighting.
7. The following break-downs have occurred, since we started operations:
 - (a) TZ 14403 - In its first trip to Morogoro, the clutch plate was worn out.
 - (b) TZ 14400 - In its first trip back from Iringa, the Centre-bolt and U-bolt were broken and damaged the rear wheels.
 - (c) TZ 14398 - The centre-bolt was broken and damaged the rear wheels in its second trip back from Mbeya.
 - (d) The Fuse and Bulbs become defunct very quickly. For every trip we have to change.

- (e) The rear-glasses shielding the bulbs are not able to bear the strain of the journey and they break quickly. The glasses are not available in Tanzania. This may look a minor matter, but for a traffic this is very serious. We cannot sent trucks without this.
- (f) In 3 Trailers the connecting rod between the truck and the trailer (which forms part of the trailer) arrived from Sweden in bent condition and hence these trailers cannot be sent out. No doubt this can be repaired by Burns & Blanes, but we do not propose to send to them, because if some other damage occurs in future, Scania should blame us that we have not reported this defect to them, seeking their advice.
- (g) In respect of the foolwing truck, gear box is completely out of order. Hence it is standing idle. Engine No. 870081/Ch. No. 45499.
- (h) In respect of the following truck the steering and self starter are out of order and hence it is lying idle.

Engine No.
69932

Chassis No.
458499

For your information the trucks mentioned in (g) and (h) serve as a spare parts for emergency cases arising in other vehicles. We do not have any other alternative.

- (i) TZ - 14401 - The power steering was broken at Pugu Road, when the vehicle was off-loading materials.
- (j) The break-down occurs in odd places far away from Dar es Salaam and we have to run with our mechanics to the spot. The drivers are getting worried and lose their conficence.
- (k) Not that we are exaggerating the situation; Mr. Ericksson, the Service Engineer of Saab-Scania, who has returned recently from Sweden is convinced of the situation. As a matter of fact, he has already cabled the defects to Sweden and has requested to Air-freight several spare parts. He has also cabled that the trailers are lying idle and has sought Saab-Scania's advice. But for the fact that he cannot decide anything himself, Mr. Ericksson is on our side and has wxpressed that these trailers should be sent back.

According to our opinion, we should not purchase any more Scania Trucks on account of the follwing reasons.

- (i) These trucks are very expensive as compared to other trucks.

- (ii) The fuel consumption is abnormally high and uneconomical to run.
- (iii) They do not have established workshop in Tanzania and there is always the problem of spare parts. The spares are also expensive.
- (iv) There will always be an abnormal under utilisation of Trailer Capacity.

Import Licencing Machinery

There is quite lot of red-tapism prectised in the Importing Licencing Department. Even the Senior Officers are causing unnecessary harassment when things are quite straight forward. According to Govern-ment Regulations, spare parts can be imported freely and as a formality only, application has to be submitted for approval, to the Import Licencing Authority. Hence normally an application submitted should be received back within a period of 2 to 3 days. But unfortunately every-time the Import Licencing Authority is sleeping with our application for more than 2 months. Not only demurrage is incurred, but consignments are going back to the country of origin because of the delay. Is Bank of Tanzania going to pay the demurrages or get back the materials returned. The Bank of Tanzania should understand that quite a lot of time of Senior Officials is being wasted for chasing the Import Licence. It is not quite clear as to how long we are going to face this situation whenever we have to order spares. This should be viewed very seriously and some-thing must be done at top-level to stop this type of harassment.

(c) Details of operation carried out

The Company started operation from 26th July 1972. At present 8 Trucks are running. The trailers were operating, but have now been stopped in view of the reasons given earlier. The routes operated are:

Dar es Salaam - Morogoro	Dar Es Salaam - Moshi
Dar es Salaam - Iringa	Dar es Salaam - Arusha
Dar es Salaam - Mbeya	Dar es Salaam - Tanga

Initially we were having some difficulties in getting return loads. However the situation is tackled now and we have almost fixed return loads on all routes except Tange, Moshi and Morogoro. However return load for these routes will also be settled very soon. We have been carrying out the Transport Operation for the goods supplied by S.T.C., Iringa Regional CO-operative Union, Mbeya Regional Co-operative Union, Macusha. Recently we have made arrangements with General Tyres, Arusha for transporting their goods to various places. Negotiation is also in progress with Tanzania Elimu Supplies Ltd., for transporting their goods. The details of materials transported upto 20th August, 1972 is enclosed.

REPORT OF OUTWARD AND INWARD GOODS CARRIED

(up to 20th August 1972)

OUTWARD GOODS DESPATCHED

Stations	Number of packages	Description	Tons Carried	
Arusha	2,500	General Goods	40	
	35	Bales Gunny Bags	11	51
Moshi	1,000	General Goods	10	
	89	Bales Gunny Bags	29	39
Tanga	4,850	Goods	40	
	189	Bales Gunny Bags	50	90
Mbeya	760	General Goods (General Goods)	20	
	2,560	Bags Cement	117	137
Iringa	1,003	General Goods	39	
	158	Bales Guny Bags	50	89
<u>INWARD GOODS RECEIVED</u>				
Arusha	480	Bags red beans	40	40
Mbeya	1,354	Bags Paddy	112	112
Iringa	936	Bags Sun flower seeds	48	48
			<u>TOTAL TONS</u>	<u>616</u>

TANZANIA COASTAL SHIPPING LINE COMPANY LIMITED

111

(T. C. S. L.)

Tanzania Coastal Shipping Line Company Limited was incorporated on 7th May, 1972 as a subsidiary of N.T.C.

On the 24th July, 1972 the Government of Tanzania entered into a ship building contract with Verfr (Shipyard) in Norway for the construction of a cargo/passenger ship for T. C. S. L. After its construction was completed early in February, 1972, the shs 8 million ship set sail on her five week voyage around the Cape) and arrived in Dar es Salaam at the end of March, 1972. Her inauguration ceremony which was held at Mtwara on 4th April, 1972 was officiated by the Minister and Second Vice President Hon. R. M. Kawawa, MP and the ship was named 'M/S MTWARA', by Mrs. Kawawa.

The ship's dimensions are :-

Length : 65.5 metres; Breadth, 11.75 metres; Cargo Capacity, 700 tons dead weight; Passenger, 150 and Speed on Full Load, 13.25 knots.

2.

O P E R A T I O N S

Soon after the inauguration M/S Mtwara commenced operations carrying passengers and cargo on a once per week round trip between Dar es Salaam and Mtwara calling enroute at Mafia, Kilwa Masoko and Lindi.

Beginning at the end of this months, the ship will make two trips a week as the time table below shows:-

PORT	DAY	ARRIVAL	DEPARTURE	DIRECTION
DSM	SUNDAYS	-	10.00 p.m.	
MAFIA	MONDAYS	7.00 a.m.	9.00 a.m.	
KILWA	MONDAYS	4.00 p.m.	5.00 p.m.	SOUTH
LINDI	TUESDAYS	1.00 a.m.	3.00 a.m.	
MTWARA	TUESDAYS	6.00 a.m.	6.00 p.m.	
MAFIA	WEDNESDAYS	7.00 a.m.	9.00 a.m.	
DSM	WEDNESDAYS	4.00 p.m.		NORTH
	THURSDAYS		7.00 a.m.	
MAFIA	THURSDAYS	3.00 p.m.	5.00 p.m.	SOUTH
MTWARA	FRIDAYS	8.00 a.m.	6.00 p.m.	
MAFIA	SATURDAYS	7.00 a.m.	9.00 a.m.	
DSM	SATURDAYS	4.00 p.m.		NORTH

The passenger fares are nominal and are quite below the existing bus fares charged by bus operators on the Dar es Salaam-Kilwa-Lindi-Mtwara Road. There are two categories of fares : Cabin and Tourist. This depends on the kind of class a passenger wishes to travel in. For the cabin class passengers are provided with bed and other facilities which are not obtainable in the Tourist Class. There are four cabins and each can provide bedding facilities for four passengers :

Below is a table showing the rate of fares :-

DAR ES SALAAM									
22/=	11/=	MAFIA							
42/=	21/=	22/=	11/=	KILWA					
58/=	29/=	38/=	19/=	20/=	10/=	LINDI			
64/=	32/=	44/=	22/=	28/=	14/=	10/=	5/=	MTWARA	
Cabin	Tourist	c	t	c	t	c	t		

During the first two months of operation M/S Mtwara carried over 2,700 passengers and more than 6,000 tons of cargo and already the services have proved to be both desirable and popular as the statistic table shows below :-

TRAFFIC STATISTICS FOR PERIOD 31ST MARCH-21ST MAY, '72

	NORTH		SOUTH		Total
	Cabin	Tourist	Cabin	Tourist	
A: Passenger carried average fare per passenger 25/=	27	1228	74	1348	2677

B: Cargo Transported :	NORTH	SOUTH	TOTAL
	<u>221 Tons</u>	<u>6012 Tons</u>	<u>6233 Tons</u>

Average freight per ton 78/20 (all charges included). N.B. Figures of tonnage carried up to July, 1972 is shown on the appended sheets.

As the cargo (especially destined to the Southern Ports) exceeds the ship's capacity, it has been necessary for the Company to charter schooners on a trip to trip basis to ship cargo to Mafia, Kilwa and Lindi Ports. The Company has agreements with the National Shipping Corporation, Nwambao Shipping Company and Stanley Brothers & C., about chartering of their schooners MASASI, TWIGA AND OBUS (including lighter MWENGE) for this purpose. In addition a number of other schooners has also been chartered occasionally. Because of the big transport demand in the Southern districts which is generally known (especially during the rainy seasons) and due to the potentiality of the cargo passenger transport business, it is obvious that

M/S MTWARA cannot cope with the situation as it has already been indicated above. In order to meet this challenge, therefore arrangements have already been started for the purchase of a second ship.

If all goes well, the ship's delivery is expected by the end of 1973 or during the first quarter of 1974.

PROBLEMS

3. (a) During the first months of operation there had been some complaints against M/S MTWARA by residents of the ports served by the ship. Some of these complaints were about the time table, the limited number of passengers that the ship can carry and poor catering services aboard the ship.

These problems prompted the Executive Chairman, N. T. C., Mr. P. C. Walwa, to travel by the ship on 29th May, 1972 in order to see for himself travelling conditions on M/S Mtwara and to hold discussions with residents of the Southern Ports over their problems. The Executive Chairman was horrified to see that due to the demand and insistence by passengers to travel under any odd conditions the ship was verloaded with passengers who numbered more than 200. As a result some passengers had to occupy the deck and all the passage ways and corridors of the ship were packed. This was against the required travelling standards that were meant for the ship. The Executive Chairman deploring the situation held talks with TANU officials at Mtwara and Lindi in order to sort out problems and insisted that the 150 passenger limit according to ship's capacity had to be maintained to enable the facilities and safety measures on the ship to suffice for the passengers. On return from the trip he called a meeting attended by T.C.S.L.'s management and delegations from Lindi, Kilwa and Mafia led by their Area Commissioners. This meeting was held in Dar es Salaam on 2nd June, 1972. One of the items that were jointly agreed upon during the meeting was the passenger quotas for the Ports served by the ship on the North bound trips. These were :-

Mafia	30	passenger
Kilwa	30	"
Lindi	45	"

Mtwara 45 passengers

Total 150 passengers.

(b)

A C C I D E N T S

The ship has so far had one accident. This happened on 29th June, 1972 at 1700 hours at the Dar es Salaam Port when on entering the docking area the ship hit the quay with the front part of the bow and made a hole between No. 9 and 11 footmark. This was due to a strong wind that made the manouvering of the ship impossible. However, the damage was not serious and within a few days repair work by the port Engineer was completed and the ship went on her regular services without dislodging the time table.

4. P E R S O N N E L

Five Norwegians are at present manning the ship. At the same time they are giving practical training to 7 Tanzanians, five of whom will replace them in due course. The positions which will be filled by the officer trainees are those of Master, Chief Officer, First Officer, Chief Engineer and First Engineer.

According to an agreement signed in December 1969 between NORAD (Norwegian Agency for International Development) and the Tanzanian Government, NORAD under-took to rend financial and technical assistance and provide for training facilities for TCSI's personnel in Norway with a view to improving their technical standard. And according to the agreement, a number of staff and ship's crew had received training in Norway since January 1971. The Deputy Manager and Shipping Manager (Both at Dar es Salaam) and Branch Manager, Mtwara - all Tanzanians, have also received Training in Norway.

5. FUTURE PLANS

In addition to the plans to purchase a second vessel, T.C.S.L. is also planning the construction of a slipway at Dar es Salaam Harbcut. When complete, this will facilitate the slipping and repair work for the company's ships as well as other trawlers belonging to Tanzania and coasters operating along the coast of East Africa, possibly in competition with othe slipways and Repair Yards.

* Financial Statement as at 31st July, 1972 is appended.

TANZANIA COASTAL SHIPPING LINE LTD.,

OPERATING REVENUE/EXPENDITURE STATEMENT AS AT THE END OF

31ST JULY 1972

TEXT	Cum Last Year	Cum this Year	Cum Budget	Deviation	%
OPERATING REVENUES	shs	shs	shs	shs	
1. Freights		850,000	550,000	+ 300,000	+54%
2. Passenger Fares		110,000	250,000	- 140,000	-56%
3. Food & Drinks		-	-	-	-
4. Miscellaneous Receipts		5,000	-	+ 5,000	-
Total		965,000	800,000	+ 165,000	+20%
OPERATING EXPENSES					
A. SHIP OPERATING EXT.					
1. Personnel expenses		97,000	146,000	+ 49,000	+33%
2. Fuel and Lubrica- tion oil		47,000	100,000	+ 53,000	+53%
3. Maintenance and repair		30,000	40,000	+ 10,000	+25%
4. Sundry ship expenses		78,000	80,000	+ 2,000	+2½%
Sub-Total A		252,000	366,000	+ 114,000	+31%
B. CARGO HANDLING AND SALES PROMOTION					
1. Personnel expenses		70,000	84,000	+ 14,000	+16%
2. Operation, maintenance and repair expenses for cargo handling equipment		10,000	70,000	+ 60,000	+85%
3. Claims sales promotion and sundry cargo handling expenses		222,000	20,000	- 202,000	-1000%
Sub-Total B		302,000	174,000	- 128,000	-74%
C. MANAGEMENT EXPENSES					
1. Personnel Expenses		76,000	84,000	+ 8,000	+ 9%
2. Office expenses etc.,		63,000	34,000	- 29,000	-35%
Sub-Total C		139,000	118,000	- 21,000	-18%
Total		693,000	658,000	- 35,000	- 5%
CONTRIBUTION TO FINANCIAL EXPENSES		272,000	142,000	+ 130,000	+92%
In percentage of total revenues		28%			

TANZANIA COASTAL SHIPPING LINE LIMITED

ACCOUNTS DEPARTMENT

BUDGETED CASH FLOW FOR THE MONTH OF JUNE - SEPT. 1972

Cash balance, cash flow and cash outflow	JUNE	JULY	AUG.	SEPT.	TOTAL
1. BEGINNING CASH BALANCE	130	195	155	61	130
2. RECEIPTS :					
1. Accounts receivable	220	200	450	200	1070
2. Direct Cash payments	70	10	20	20	120
3. Proceeds of short term loans	-	-	-	515	515
4.	-	-	-	-	-
Total cash available	420	405	625	796	1835
3. DISBURSEMENTS :					
1. Total salaries and wages inclusive social benefits	45	50	52	55	202
2. Ship operating expenses less personnel expenses	20	60	85	15	180
3. Cargo Handling expenses etc. less personnel expenses	35	20	135	110	300
4. Management expenses less personnel expenses	63	15	59	46	183
5. Purchase of fixed assets	2	-	33	27	62
6. Repayment of Loan	-	-	-	323	323
7. Bank and loan interests	-	-	-	-	-
8. <u>CHARTER FREIGHTS</u>	60	105	200	100	465
Total disbursements	225	250	564	676	1415
4. ENDING CASH BALANCE	195	155	61	120	120

N.B. All figures are rounded to the nearest one thousand.

JULY

MAFIA	KILWA	LINDI	MTWARA	TOTAL	TOTAL TONNAGE 4 MONTHS
-	5	-	1243	1248	7875
-	-	824	591	875	2476
-	-	210			756
75					436
-	107				107
249					249
					153
					12052

NORTHBOUND APPROX. 50% OF SOUTHBOUND CARGO.

DAR ES SALAAM MOTOR TRANSPORT COMPANY LIMITED

BALANCE SHEET 30TH APRIL, 1972

(and movements since 31.12.71)

	AT COST	ACCUMULATED	BALANCE SHEET		NET ADDITIONS	DEPRECIATION	BALANCE SHEET		CHANGE SINCE
	31.12.71	DEPRECIATION TO 31.12.71	AT 31.12.71		TO DATE 1972	TO DATE 1972	AT 1972		31.12.71
	Shs.	Shs.	No.	Shs.	Shs.	Shs.	No.	Shs.	Shs.
A. FIXED ASSETS									
1. Passenger Vehicles	20,881,086	7,717,453	199	13,163,633	2,969,190	1,051,700	221	15,081,123	+ 1,917,490
2. Freight Vehicles									
3. Tranker Vehicles									
4. Trailer									
5. Other Vehicles	348,163	84,269	15	263,894		53,506	15	210,388	- 53,506
6. Depot Workshop and Offices	5,013,543	390,300	214	4,622,743	5,150	45,600	236	4,582,293	- 40,450
7. Staff Quarters	596,000	69,325		526,675	0-	7,600		519,075	- 7,600
8. Plant Tools and Garage Equip	1,008,619	380,518		628,101	137,890	63,090		702,901	+ 74,800
9. Office Furniture and Equipment	390,295	217,571		172,724	19,180	16,170		175,734	+ 3,010
	28,237,706	8,859,936		19,377,770	3,131,410	1,237,666		21,271,514	+ 1,893,744
B. CURRENT ASSETS									
1. Trade Debtors				1,639,264				1,579,416	- 59,848
2. Prepayment				716,544				1,681,037	+ 964,493
3. Cash				7,029,327				5,678,242	- 1,351,085
4. Stock				2,314,898				2,368,026	+ 53,128
				11,700,033				11,306,721	- 393,312
C. DEDUCT									
1. Trade Creditors				3,382,678				4,169,166	+ 786,488
2. Accruals				514,985				994,697	+ 479,712
3. Provision				4,732,450				1,863,480	- 2,868,970
				8,630,113				7,027,343	- 1,602,770
NETT CURRENT ASSETS				3,069,920				4,279,378	+ 1,209,458
TOTAL NET ASSETS				22,447,690				25,550,892	+ 3,103,202
D.									
1. Ordinary Share Capital				10,421,920				10,421,920	-
2. Reserves and Retained Profits				12,025,770				12,025,770	-
3. Profit and Loss Balance - to date 1972				-				3,103,202	+ 3,103,202
				22,447,690				25,550,892	+ 3,103,202

DAR ES SALAAM MOTOR TRANSPORT COMPANY LIMITED.

CONSOLIDATED REPORT FOR THE MONTHS OF JANUARY TO APRIL, 1972.

Results of our operation during the months January to April, this year are tabled below together with the figures for January to April, 1971 for comparison purposes.

	<u>JANUARY</u>	<u>FEBRUARY</u>	<u>MARCH</u>	<u>APRIL</u>
<u>Total Revenue</u>				
1972 - Shs.	3,388,090	3,120,687	3,514,081	3,331,137
1971 - Shs.	2,656,660	2,439,220	2,671,680	2,626,910
Increase-Shs.	731,430	681,467	842,401	704,227
Percentage Increase.	27.53	27.94	31.53	26.81
<u>Total Expenditure</u>				
1972 -Shs.	2,480,105	2,433,660	2,607,546	2,729,482
1971 -Shs	1,976,780	1,939,000	2,097,280	2,062,770
Increase -Shs.	503,325	494,660	510,266	666,712
Percentage Increase.	25.46	25.51	24.33	32.32
<u>Operating Surplus</u>				
1972 -Shs.	907,985	687,027	906,535	601,655
1971 -Shs.	679,880	500,220	574,400	564,140
Increase -Shs.	228,105	186,807	332,135	37,515
Percentage Increase	33.55	37.34	57.82	6.65
<u>Total Mileage</u>				
1972 - Km.	1,486,905	1,451,125	1,553,136	1,536,379
1971 - Km.	1,153,250	1,082,107	1,246,942	1,250,141
Increase - Km.	333,655	369,018	306,194	286,238
Percentage Increase	28.93	34.10	24.56	22.90
<u>Total Passenger</u>				
1972 -	6,633,767	6,267,613	6,448,076	6,288,871
1971 -	5,601,917	5,391,517	5,833,676	5,602,111
Increase -	1,031,850	876,096	614,400	686,760
Percentage Increase -	18.42	16.25	10.53	12.26

The increases are attributed to the increase in fleet.

In February our revenue dropped to Shs. 2.15 per Km. compared to Sha. 2.25 per Km. in the same month of 1971 but on the other hand the expenditure figure was Shs. 1.68 per Km. compared to Shs. 1.79 per Km. in February 1971. It should be noted that we had to pay technical and management fees upto March, 1971, amounting to about Shs. 0.06 per Km. This means expenditure per Km. would be Shs. 1.74 per Km. as compared to 1.79 for 1971.

In march, however, our revenue per Km. was better than that of March, 1971, The figure being Sha. 2.26 per Km. compared to Sha. 2.14 for March, 1971.

In April, we had an increase of Shs. 0.07 per Km. in revenue but expenditure shot up to Shs. 1.78 per Km. compared to Shs. 1.65 per Km. in April, 1971. Net result being a drop of Shs. 0.06 per Km. in operating surplus. Differences in jmajor items of expenditure are shown hereunder:-

	April, 1972	Shs.0.43	Cost per Km.
Drivers and Conductors wages	April, 1971	Shs.0.40	
Fuel	April, 1972	Shs.0.28	
	April, 1971	Shs.0.26	
Vehicle Insurance	April, 1972	Shs.0.06	
	April, 1971	Shs.0.04	
Depot & Traffic Department Salaries and wages	April, 1972	Shs.0.12	
	April, 1971	Shs.0.10	
Vehicle Maintenance material	April, 1972	Shs.0.20	
	April, 1971	Shs.0.14	

It may be noted that we had four public holidays in April, this year against three in the same month last year. This resulted in increased overtime.

Another point that may be taken into account is that we ceased paying technical and advisory fees to United Transport Overseas Services Limited, from April, 1971. This resulted in there being NO additional saving in April, this year, unlike the months of January to March, 1972.

CITY SERVICE.

Traffic revenue, mileage and number of passengers carried are detailed below:-

	<u>JANUARY</u>	<u>FEBRUARY</u>	<u>MARCH</u>	<u>APRIL</u>
<u>Revenue</u>				
1972 -Shs.	2,290,920	2,143,730	2,326,210	2,252,800
1971 -Shs.	2,032,880	1,921,360	2,056,740	1,968,080
Increase -Shs.	258,040	222,370	269,470	284,720
% Increase.	12.69	11.57	13.10	14.47
<u>Mileage</u>				
1972 -Kms.	912,393	884,579	927,624	941,541
1971 -Km.	836,680	789,131	869,588	820,840
Increase -Kms.	75,713	95,448	58,036	120,701
% Increase	9.05	12.10	6.67	14.70

	<u>JANUARY</u>	<u>FEBRUARY</u>	<u>MARCH</u>	<u>APRIL</u>
<u>Passenger</u>				
1972	6,530,401	6,147,313	6,321,081	6,159,483
1971	5,558,791	5,352,293	5,784,251	5,547,483
Increase	971,610	795,020	536,830	612,000
% Increase.	17.48	14.85	9.28	11.03

There has been a good and even increase in revenue throughout the period.

Between January and April, 1972, thirteen city service vehicles were registered and one was scrapped. The number of buses catering for city service was at the end of April, 1972, therefore 160.

Eighteen duties were increased in this period of four months and the routes revised were:-

1. Vikindu - Kongowa - Mbagala - Kariako - Station.
2. National Stadium - Kariako - Station.
3. Temeke - Radio Tanzania - Buguruni - Kariako.

COUNTRY SERVICE

Figures for revenue, mileage and passengers are detailed below:-

<u>Revenue</u>	<u>JANUARY</u>	<u>FEBRUARY</u>	<u>MARCH</u>	<u>APRIL</u>
1972 -Shs.	986,510	870,060	1,070,160	1,008,840
1971 -Shs.	552,460	459,280	553,940	588,980
Increase-Shs.	434,050	410,780	516,220	419,860
% Increase.	78.57	89.44	93.19	71.29
<u>Mileage</u>				
1972 -Kms.	558,424	550,682	607,310	585,890
1971 -Kms.	301,056	281,206	365,484	412,100
Increase-Kms.	257,368	269,476	241,826	173,790
% Increase	85.49	95.83	66.17	42.17
<u>Passengers.</u>				
1972	103,366	120,300	126,995	129,388
1971	43,126	39,224	49,425	54,628
Increase	60,240	81,076	77,570	74,760
% Increase	139.68	206.70	156.94	136.85

4.

Between January and April, 1972, eleven new buses were registered and one was scrapped. The total number of buses in service at the end of April, 1972, was therefore sixty one.

Our services increased are as follows:-

With effect from 1st February, 1972, we started running between Arusha and Mombasa and Moshi and Nairobi on pool basis with East African Road Services Limited of Kenya. We operate one bus in each direction daily and they operate likewise. As can be seen from the traffic return

the cumulative figures for April, 1972 are:-

Moshi/Nairobi Revenue - Shs.2.06 per Km.
Arusha/Mombasa Revenue - Shs.1.50 per Km.
(Our total country service revenue - shs.1.70 per Km.)

With effect from 19th February, 1972; we started operating three services a week to Tabora. The cumulative figure of revenue for April, 1972 is Shs. 0.88 per Km. much lower than our average figure for country services.

With effect from 19th March, 1972 we took over the three services a week between Dar es Salaam and Tanga that were formerly being run by Messrs. Hasham Suleman Li mited of Tanga. We have, therefore, now ten services a week to Tanga; daily one service except on Tuesdays, Thursdays and Sundays when we have two services. The revenue is good on this route, it being Shs. 2.03 per Km. cumulative figure for April, 1972.

CUMULATIVE TO APRIL, 1972.

In the period January to April, 1972, we carried 25,638,327 passengers compared to 22,429,221 in the same period of 1971, an increase of 3,209,106 passengers (14.31%).

As for the mileage we operated 6,027,545 Km. compared to 4,732,442 Km. in the same period of 1971, an increase of 1,295,103 Km. on 27.37%.

In total revenue for the period under review we had an increase of Shs. 2,959,525 over the 1971 period, an increase of 28.47% - 1972 revenue being Shs.13,353,995/- against Shs.10,394,470/- for 1971.

Our total revenue per Km. January to April, 1972 was Shs.2.21 compared to Shs.2.19 in 1971. Expenditure was Shs.1.70 same as in 1971 and the operating surplus was therefore Shs.0.51 this year compared to Shs.0.49 in 1971. However, a point to be remembered is that the expences in 1971 included Shs.0.04 per Km. for technical and Management fees which is no longer applicable this year

ACCIDENTS.

The number of accidents reported in the months January to April 1972, are shown below against the corresponding figures for 1971. Figures in the brackets shown the number of accidents which occurred owing to our drivers faults.

ACCIDENTS.

	<u>JANUARY</u>	<u>FEBRUARY</u>	<u>MARCH</u>	<u>APRIL</u>
1971	748 (16)	54 (20)	57 (21)	107 (36)
1972	70 (41)	62 (31)	94 (45)	85 (41)

BUSES

By the end of April, this year we had in our fleet a total of 221 buses compared to 169 buses by end of April last year.

STAFF

The total staff employed by the company as at 30th April, 1972, was 1,680 compared to 1,339 as at end of April, 1971. In December, 1971 the figure was 1,442.

DAR ES SALAAM MOTOR TRANSPORT COMPANY LIMITED. DEVELOPMENT AND OTHER PROJECTIONS

DEVELOPMENT
PROJECTION.

WORK DONE SO FAR

TO BE DONE, PROJECTED DATE FOR COMPLETION

- | | |
|---|--|
| <p>1. Seasonal Tickets</p> <ul style="list-style-type: none"> - An overall study on Transport in DS Salaam was submitted by Messrs. Daimler Benz early this year. This includes various proposals in the seasonal tickets. - Discussions have been held with DMT/NTC/Comworks (Planning Section) on various ways to introduce seasonal tickets. - A Summary Paper (attached) on the above has been submitted by DMT to NTC for study before implementation. - It might be possible to work out a simpler ticket that this paper suggests. <p>2. Transport for School Children.</p> <ul style="list-style-type: none"> - A meeting was held in March this year between DMT and R.E.O. to determine preliminary work before implementation. - As a result, statistics have been collected from all schools in the city showing number of pupils for every destination. This was submitted to D.M.T. late in July. | <ul style="list-style-type: none"> - NTC has requisitioned an expert from Daimler Benz as overall adviser on this subject and generally also on City transport as recommended in their report. - Generally, the implementation will involve the following:- <ul style="list-style-type: none"> (a) Recharting of the routes into fewer fare stages. (b) Determination of fare per stage and complete route. (c) Determination of the ticket type and printing. (d) Determination of selling centres (e.g. Ministries, etc.,) explanation to the public on their usage. (e) Training of D.M.T. Staff on the usage. - Implementation date expected 31st December, 1972. - Group destinations will be regrouped into major zones of embarkations/disembarkations. - Schools will also be zonalised into similar embarkations/disembarkations points. - Buses will be provided through the above points at appropriate times. - Special school buses might be provided from those buses due for scrapping but still in useable condition. - Schools will have to issue identity cards preferably with photographs to the pupils. |
|---|--|

DEVELOPMENT
PROJECTION.

WORK DONE SO FAR

TO BE DONE, PROJECTED DATE FOR COMPLETION

3. Upcountry works shops and sub-depots.
- (a) Singida Servicing Station
- Two mechanics and servicing point already positioned at Singida and already functioning.
 - This maintains all buses Dsm-Muxoma, Dsm-Bukoba and Dsm-Singida.
 - It was decided to begin with this route because roadwise, it is the toughest for the buses.
- (b) Mwanza Sub depot
- Land already acquired close to Mwanza Market and compensation etc., already paid to D.M.F. to Government.
 - In view of the fact that removal of occupants, construction etc., might take long a temporary garage is being sought on lease. This is also because the company will have the necessary buses by about October, this year which must be utilised.
 - It has been planned to have the following interregional routes:-
 - Mwanza - Tarime - Daily
 - Mwanza - Tabora - Daily
 - Mwanza - Shinyanga - Daily
 - Mwanza - Bukoba - Daily
 - Mwanza - Moshi - Daily
 - Mwanza - Kaupala x 2 a week
 - Mwanza - Kigoma x 2 a week
 - Altogether about 19 buses will be required, total cost about Shs.2.85m/-.
 - Discussions were held with the Area Commissioner, Mwanza on 6.8.1972, on the overall project.

-When the seasonal ticket is implemented, it will serve well the school children.

-May be implemented by 31st October, 1972.

-Ardhi to pay compensation to the occupants as soon as possible.

-Once the tenants vacate all speed to be made to call tenders etc. for erection of the workshop.

-Implementation projected to start by October this year.

DEVELOPMENT
PROJECTION,

WORK DONE SO FAR.

TO BE DONE, PROJECTED DATE FOR COMPLETION

A memo with full details has been sent to the R.C. for discussion in the R.D. Committee. Consultations to be made with all the other region to benefit from this project, before the implementation.

(c) Other Sub Depots/ Servicing stations

Intended to service the buses before their return trip so as to minimise breakdowns.

4. Kurasini Depot
(expansion)

-Architectural/Engineering work commenced.
-Work to involve addition of 12 maintenance pits Canteen and Tanu Building, office upward expansion and expansion of the parking yard.
-Estimated cost 3.4m/-

These are projected as follows:-

Dodoma 1973/1974 at Shs. 0.75m/-
Mbeya 1973/1974 at Shs. 0.50m/-
Songea 1973/1974 at Shs. 0.50m/-

-Quantity Surveying and tenders for construction
-Expected completion before June, 1973.

BOARD PAPER NO. 5/72

RESOLUTION FOR APPROVING THE AUDITED STATEMENT OF ACCOUNTS FOR THE
PERIOD ENDED 30TH JUNE, 1971

"RESOLVED that the Audited Balance sheet and Profit & loss Account for the period ended 30th June, 1971 be and is hereby adopted and forwarded to the Auditors for their signature and report."

This is the first Statement of Account of the Corporation and covers a period of more than 12 months. Even though the final accounts were ready and audited as early as September, 1971, this could not be placed before the Board earlier.

The Profit & Loss Account reflect a net revenue expenditure of shs 511,894.05 for the period ended 30th June, 1971.

Approval of the Board is sought for adopting the Statement of Accounts for the period ended 30th June, 1971, whereafter the same will be forwarded to the Auditors for their signature & report.

NATIONAL TRANSPORT CORPORATION

BALANCE SHEET AS AT 30TH JUNE, 1971

<u>FIXED ASSETS</u>	<u>COST</u>	<u>DEPRECIATION</u>	<u>VALUE</u>
	30.6.1971 T.shs.	30.6.1971 T.shs.	T.shs.
Office Equipment	23,343.50	3,542.50	19,801.00
Furniture and Fittings	32,398.20	5,930.50	26,467.70
Motor Vehicles	59,655.00	13,947.00	45,708.00
	<u>115,396.70</u> (a)	<u>23,420.00</u> (a')	<u>91,976.70</u>
<u>INVESTMENTS AND PROJECTS</u>			
East Africa National Shipping Line Limited			500,000.00(b)
<u>CURRENT ASSETS</u>			
Sundry Debtors and Prepayments	112,909.90	(p)	
Fixed Deposit	1,640,000.00		
Bank Balance	263,046.90	(B)	2,015,956.80

Less: CURRENT LIABILITIES

Creditors and Accrued
Charges

119,827.55 (o)

NET CURRENT ASSETS

1,896,129.25 (N)
2,488,105.95

Representing

CAPITAL FUND

3,000,000.00

PROFIT AND LOSS ACCOUNT

(511,894.05)
2,488,105.95

CHAIRMAN _____

MEMBER OF THE BOARD _____

GENERAL MANAGER _____

amount already spent = (a) + (b) + (c) - (a') include depreciation
= 1,103,870.75

Net Curr. Assets (N) = 1,896,129.25 (3,000,000 - 1,103,870.75)

Cash Balance (B) = 1,903,046.90 + 119,827.55 - 112,909.90
= 1,896,129.25 (o) (P)

(o) = outstanding
(P) = prepayment.

NATIONAL TRANSPORT CORPORATION
PROFIT AND LOSS ACCOUNT FOR THE PERIOD ENDED
30TH MUNE, 1971

<u>INCOME</u>	T. shs.
Interest	17,402.00
Directors Fees Received	17,298.00
Net expenditure (Loss) for the Period	<u>511,894.00</u>
	<u>546,594.05</u>
<u>EXPENDITURE</u>	
Salaries and Wages	297,139.85
Office Rent	60,139.85
Staff Housing	41,703.00
Hotel Charges	33,849.00
Printing and Stationery	20,088.40
Postages, Telegrams and Telephones	14,630.40
Coveyance, Repairs and Maintenance	16,594.00
Advertisement	5,256.00
Audit Fees	3,000.00
Electricity and Water	4,018.65
Insurance	3,073.85
Licences	300.00
Travelling	5,442.30
Maintenance to Office Premises	5,130.35
Depreciation	23,420.00
General Expenses	10,895.45
Entertainment	846.75
Medical Expenses	107.25
Bank Charges	<u>338.20</u>
	<u>546,594.05</u>

BOARD PAPER NO. 6/72

N.T.C. FINANCIAL MATTERS

- I. Resolution to ratify the Guarantee given to National Bank of Commerce for Overdraft facilities to Tanzania Coastal Shipping Line to the extent of Shs. 500,000/=.

"RESOLVED that ratification be and is hereby given in respect of the Guarantee executed by the Corporation in favour of the Bank for the Overdraft facilities given to Tanzania Coastal Shipping Line Limited to the extent of Shs. 500,000/=.

Tanzania Coastal Shipping Line Ltd., a Subsidiary of this Corporation had applied to their Bankers for Working Capital to the extent of Shs. 500,000/= in the form of Overdraft facilities. National Bank of Commerce, Bank House Branch, agreed to and have also afforded the Overdraft facilities on the undertaking that National Transport Corporation should furnish Guarantee to the Bank. The Guarantee was accordingly executed, the signatories being the Executive Chairman and the General Manager. The Board is requested to ratify the above action by passing the above Resolution.

2. Resolution to ratify the Guarantee given to National Bank of Commerce for Overdraft facilities to National Road Haulage Company Ltd.

"RESOLVED that ratification be and is hereby given in respect of the Guarantee executed by the Corporation in favour of the Bank for the Overdraft facility now given to the extent of Shs. 300,000/= and that will be given further in the future to National Road Haulage Company Ltd."

National Road Haulage Company Ltd., a Subsidiary of this Corporation had applied to their Bankers for Working Capital to the extent of Shs. 500,000/= in the form of Overdraft facilities. National Bank of Commerce, Bank House Branch have agreed to afford the Overdraft facilities to the extent of Shs. 300,000/= on the undertaking that the Corporation should furnish Guarantee to the Bank. They suggested that the Guarantee be given for an open amount, so that it would facilitate the Bank to increase the limit beyond Shs. 300,000/= as and when the Company needs more, without having the necessity to execute fresh Guarantee. This was agreed to by the Corporation and a Guarantee was executed, the Signatories being the Executive Chairman and the General Manager. Approval of the Board is sought to ratify the above action by passing the above resolution.

3. Approval of the Call Money paid to Eastern Africa National Shipping Line Limited.

The following sums of money were paid to Eastern Africa National Shipping Line Limited, towards Call Money in respect of the shares held by the Corporation (Tanzania Share-holding) viz 1000 shares.

Call Paid on 8th March 1971: @ Shs. 500/= Shs. 500,000
per share

Call Paid on 31st January 1972: @ Shs. 500/= Shs. 500,000
per share

The Call Money paid on 8th March, 1971 was met out of the Corporation's Fund, whereas the Call Money paid on 31st January 1972 was financed by the Government to the Corporation for the purpose of paying the Call Money. Due to other immediate and pressing business transacted in earlier Board Meeting, the first payment of Call Money was not brought to the notice of the Board in the said meeting. Approval of the Board is sought for ratification of the above payments.

4. Temporary Loan to National Road Haulage Company Ltd.

The Government did not allot sufficient fund for Haulage Sector, with the result National Road Haulage Company Limited is not having sufficient Fund to run the business with 10 units of Trucks & Trailer. The Company had approached the National Bank of Commerce for Working Capital, who have agreed to give overdraft facilities. This however is not enough. The fund requirement and source for running the business with 10 units are as follows:

<u>Requirement</u>	Shs.
In Corporation Expenditure	55,000
Cost of Trucks & Trailers Customs Duty Body Building etc	2,508,000
Purchase of Office Car	40,000
Fund Required for meeting Customs Duty, Body Building etc. in respect of 2 Trucks Donated by Isuzu Motors Ltd.	60,000
Working Capital Requirement (Since Approved by the Board of N.R.H.C.)	<u>500,000</u>
	<u>3,163,000</u>
<u>Source</u>	
Suppliers Credit	1,300,000
Development Budget Allotment	782,500
Temporary Loan from N.T.C.	580,000
Working Capital from N.B.C.	<u>500,000</u>
	<u>3,162,500</u>
Say	<u><u>3,163,000</u></u>

Already a sum of Shs. 1,097,830 has been incurred on Suspense A/C. on behalf of National Road Haulage Company Limited as against the Development Budget Allotment of Shs. 782,500/=. This means the Corporation has financed a sum of Shs. 315,330 to the Company over and above Development

Budget Allotment. This is position upto 15th August 1972.

Approval of the Board is sought for the additional amount already spent under the Suspense A/C and to finance further amount needed for the Company, the sum total of temporary assistance however should not exceed Shs.580,000/=.

5. Approval of Temporary Loan given to Tanzania Coastal Shipping Line Limited to the extent of Shs. 516,000.

Tanzania Coastal Shipping Line Ltd., had to start their business without injection of sufficient Funds. National Bank of Commerce have agreed to assist for Working Capital to the extent of Shs. 500,000/=. Tanzania Investment Bank have recently agreed to render financial help give a temporary loan of Shs.516,000/=. This request was met by the Corporation on 10th February 1972. Already a sum of Shs. 193,000/= was returned back by the Company. Ratification of the Board is sought for the temporary loan of Shs. 516,000/= given to T.C.S.L.

6. Lien on Fixed Deposit Receipt - Shs. 300,000/=

At the time of ordering 10 units Truck & Trailer, Letter of Credit was established by the National Bank of Commerce in favour of M/S. Saab-Scania Automotive Group. Towards this Letter of Credit, the Bank originally kept our Fixed Deposits amounting Shs. 1,300,000/= as lien. Since the Trucks have already reached here, we requested the Bankers to release the Lien. The Bankers, even though have agreed to this suggestion on principle, desired us to keep a Lien for at least Shs.300,000/=. Accordingly Fixed Deposit Receipt No. 011569 dated 14.7.72 for Shs. 300,000/= has been retained by the Bank towards lien.

Approval of the Board is sought for granting the lien.

7. Allotment from Development Budget.

The Government has allotted the following sums of money towards Development Budget for the Year 1971/72.

Road Haulage Sector	782,500
Coastal Shipping Line	300,000
N.T.C. Headquarters	150,000
	<u>1,232,500</u>

N. T. C. BUDGET FOR 1972/73

The budget for 1972/73 for N. T. C. and its subsidiaries has been submitted to the Board for its Approval.

The budget has been divided into two categories.

1. Recurrent Budget shs 11,283,167

These are expenditure, which are committed and ought to be met.

2. Development Budget shs 61,855,500

These are referring to the Projects on hand, but not yet committed.

The Anticipated Source of Fund has also been given separately for each of these two categories.

SUMMARY OF RECURRENT BUDGET FUND REQUIREMENT (1972/73)
(N.T.C. AND ITS SUBSIDIARIES)

(1) <u>NATIONAL TRANSPORT CORPORATION</u>		
Current Expenditure	1,163,800	
Capital Expenditure	79,000	
Others (Call Money to E.A.N.S.L.)	800,000	2,033,800
(2) <u>NATIONAL ROAD HAULAGE COMPANY</u>		
Expenditure to be incurred in respect of 10 trucks & trailers project during the year.	1,189,367	
Expenditure in respect of 2 Isuzu Trucks Donated by Isuzu Motors Ltd.	60,000	1,249,367
(3) <u>DAR ES SALAAM MOTOR TRANSPORT CC. LTD.,</u>		
The Additional requirement for the purpose of financing 105 buses.		7,500,000 (TIB)
(4) <u>TANZANIA COASTAL SHIPPING LINE LTD.,</u>		
The Additional requirement for extra Capital Expenditure		500,000
Total Recurrent Budget Requirement		<u>11,283,167</u>

SUMMARY OF DEVELOPMENT BUDGET FUND REQUIREMENT

(Project in view during 1972/73)

(1) <u>National Transport Corporation</u>		
2 - B Type Quarter for Staff accommodation @ shs 75,000 each	150,000	
Headquarters Building - 1st Phasing	2,444,000	
Take Over of Tim - Air	2,000,000	4,594,000
(2) <u>National Road Haulage Co., Ltd.,</u>		
200 Trucks & Trailers Scheme		43,161,500
(3) <u>Other Projects Proposed</u>		
Private Hire, Safari & Taxi Service		10,000,000
Vehicle Body Building Workshop		4,000,000
		<u>61,755,500</u>

ANTICIPATED SOURCE OF FUND REQUIREMENT
(Towards Recurrent Budget)
(1972/73)

	Amount Anticipated shs.
<u>Dividend from D.M.T.</u>	
In the normal circumstances we could have expected a dividend of shs75,000 from D.M.T. However the Board of Directors of D.M.T. are not likely to recommend any dividend for the year 1971 (receivable in 1972/73). Even if they recommend the dividend will not be available in NTC's hands, since the shares are still in the name of Treasury Registrar. This apart, any dividend from D.M.T. will be diverted towards the compensation payable to the Treasury for the shares of DMT.	NIL
<u>Dividend from Z. T. R. S.</u>	
The company has expressed that there is no likelihood of declaring any dividend (receivable in 1972/73) in view of the decline in their business, due to sudden depression in the world coppermarket.	NIL
<u>Dividend from T.C.S.L. & M.R.H.C.</u>	
These companies have started operation only recently with many initial teething troubles. It is expected that there will be no surplus to declare dividend.	NIL
<u>Dividend from E.A.N.S.L.</u>	
The Company is running in deficit and as a matter of fact, the shareholders have to give financial assistance, instead of expecting any dividend.	NIL
	C/F NIL

B/F NIL

Management & Consultancy Fees from Subsidiary
Companies DMT (Subject to approval of Board
of Directors of DMT).

5% of the net surplus as per the added accounts
of the Company

45450,000

T.C.S.L. & N.R.H.C.

Being the first year of operation it is
justifiable not to impose the charges

NIL

The Government

In view of the fact that nothing much can be
anticipated from subsidiary companies the only
course left is to approach Government to give
assistance. For the Headquarter Requirement,
the Corporation is already in touch with
COMWORKS.

Total Requirement for Headquarters
Recurrent Budget

2,033,800

Less: Anticipated from DMT (Subject to
DMT Board's Approval)

450,000

Amount sought for from the Government

1,583,800 1,583,800

10 Trucks & Trailer Scheme and Donation
of Isuzu Trucks from Isuzu Motors Ltd.,

National Bank of Commerce for Working Capital

500,000

Temporary Loan from NTC

578,377

To be met out of NRHC's Internal Working

170,990

Financing of 105 buses. (Extra Requirement (DMT))

Arrangement has been made with T.I.B. for loan

7,500,000

Extra Capital Requirement -T.C.S.L.

Arrangement has been made with T.I.B. for loan

500,000

11,283,167

SUMMARY OF THE SOURCE FOR RECURRENT BUDGET
REQUIREMENT

Consultancy & Management Fees from D.M.T.	450,000
Sought for from Government (COMWORKS)	1,583,800
National Bank of Commerce	500,000
Temporary Loan from N.T.C.	578,377
N.R.H.C. Internal Resources	170,990
T.I.B. Loan	8,000,000
	<u>11,283,167</u>

ANTICIPATED SOURCE OF FUND REQUIREMENT

(Towards Development Budget)
(Projects in view during 1972/73)

Negotiation with Treasury for 200 Trucks and Trailers (Scheme)

The Corporation is already in touch with Treasury for implementing the scheme of 200 trucks and trailers. The final form of assistance will be known after the negotiation is over.

43,161,500

Headquarters Building and Staff-Quarters

This will be negotiated with Permanent Housing Finance Company or any other Financial Institution, after the approval of the Board.

2,594,000

Take-over of Tim-Air

Already the Corporation is in touch with COMWORKS. This will have to be financed by Treasury through COMWORKS.

2,000,000

Other Projects Proposed

Private Hire Safari & Taxi Service - Scheme AND Vehicle Body Building Workshop Scheme: In respect of the above Schemes, immediately after the approval of the Board negotiation will be started with COMWORKS & TREASURY. The final form of assistance will be known after the completion of the negotiation.

14,000,000

Total

61,755,500

SUMMARY OF THE SOURCE FOR DEVELOPMENT BUDGET REQUIREMENT

Treasury through Comworks (Final form will be known after completion of negotiation)

43,161,500

Permanent Housing Finance Co:

2,594,000

Treasury through Comworks(For Tim-Air over)

2,000,000

Treasury through Comworks(for new Projects Proposed)

14,000,000

61,755,500

NATIONAL TRANSPORT CORPORATION BUDGET 1972/73

EXPENDITURE

1. CURRENT EXPENDITURE HEADS

(1)

Personnel Emoluments, Provident Fund, Gratuity, etc.

Salary and Wages 697,000

Pension on Gratuity Accruals 60,000

Leave Salary Accruals 6,000

Provident Fund 18,000

781,000

(2) Transport and Travelling

Safari and Travelling	10,000	
Conveyance, Running, Repairs and Maintenance	30,000	
Mileage Allowance	10,000	
Leave Travel-Local(Proportionate)	15,000	
Leave Travel-Expatriates (Proportionate Repatriation Expenditure)	<u>16,000</u>	81,000

(3) Rent

Office Rent	80,000	
Residential Rent/Expatriates	<u>80,000</u>	160,000
Hotel Charges		

(4) Other Expenditures

Advertisement	10,000	
Electricity Charges	8,400	
Guest and Entertainment	6,000	
Printing and Stationery	24,000	
Postage, Telegrams, & Telephones	10,000	
Rates and Taxes	2,400	
Directors Fees	24,000	
Medical Expenditure	15,000	
Office Repairs & Modifications	24,000	
Misc.Expenditure(Bank Charges, Uniforms, General Charges, etc.)	12,000	
Insurance	<u>6,000</u>	141,800
		<u>1,163,800</u>

II. CAPITAL EXPENDITURE HEADS

Motor Car 2 nos.	50,000	
Office Furniture	20,000	
2 - B Type Quarter for Staff accommodation @ shs75,000 each		
Headquarters Building - 1st Phasing	150,000	
	<u>2,444,000</u>	2,664,000
		<u>3,827,800</u>

III. OTHERS (EZTRA-ORDINARY)

Anticipated Call Money in respect of the shares of E.A.N.S.L.	800,000	
Compensation for D.M.T. shares (To be met out of Anticipated Dividends from D.M.T.)		
Requirement for Purchase of Assets of Tim-Air	<u>2,000,000</u>	2,800,000
		<u>6,627,800</u>

S U M M A R Y

Recurrent Budget

Current Expenditure	1,163,800	
Capital Expenditure	70,000	
Others (Call money to E.A.N.S.L.)	<u>800,000</u>	2,033,800

Development Budget

Residential Quarters	150,000	
Head Quarters Building(1st Phasing)	2,444,000	
Take-Over of Tim-Air	<u>2,000,000</u>	<u>4,594,000</u>
		6,627,800

NATIONAL ROAD HAULAGE SCHEME

(10 Scania Trucks & Trailors & 2 Donated Trucks from Isuzu)

1971-72 Carried forward Portion

Initial Payment for Trucks & Trailors		523,295
Customs Duty		365,582
Body Building		250,000
Painting		30,000
Wharfage Charges		<u>37,000</u>
		1,205,877
Office Car		40,000
Working Capital		500,000
Incorporation Expenditure		<u>55,000</u>
		1,800,877
Less: Fund made available out of Development Budget		<u>782,500</u>
Balance Carried Forward		<u><u>1,018,377</u></u>

1972/73 Requirement

Cost in respect of 2 Trucks donated by Isuzu Motors Ltd., (Customs Duty.) Body Building etc.	0 0 0	60,000
Instalment due in respect of 10 Scania Trucks plus Interest	0 0	<u>170,990</u>
		<u><u>1,249,367</u></u>

Source Anticipated

National Bank of Commerce for Working Capital		500,000
Internal Resources (Instalment & Interest of 1972/73)		170,990
Temporary Loan from N.T.C.		<u>578,377</u>
		<u><u>1,249,367</u></u>

NATIONAL ROAD HAULAGE SCHEME

Make: Mercedes Benz
 Model: L 1513/48
 Number of Lorries :-
 200 Trucks with Trailers

Pay load Capacity (after body weight)
 Truck - 9 Tons
 Trailer - 5 Tons
 Total 14 Tons

1. Capital Cost of Trucks & Trailers.

Trucks & Trailers		30,472,000
Body Building		3,950,000
Registration, Licence, etc.		531,000
Insurance		1,210,000
		<u>36,163,000</u>
II. Working Capital for fuel Consumption(1 month)		525,000
Working Capital for Lubricants (1 month) (10% of above)		52,500
III. Working Capital for Fast Moving, Stores & Spares		800,000
IV. Working Capital for Salaries and Wages(2 months)		1,084,000
V. Rent for various Office Building (2 months)		20,000
VI. Workshop in Dar es Salaam		
Building & Structural Cost	3,000,000	
Major Equipment	687,000	
Minor Tools & Implements	280,000	3,967,000
VII. Diesel Tank Construction: This will be constructed by Agencies at their cost		-
VIII. Office Furniture & Fittings		200,000
IX Office Car Requirements 8 Nos. x Shs. 25,000		200,000
X. Misc. Over head Expenditure Requirements(2 months)		150,000
		<u>43,161,500</u>

DAR ES SALAAM MOTOR TRANSPORT CO. LTD.

(CASH FLOW 1972/73)

	Shs.
Opening Balance (July, 1972)	728,000
<u>RESOURCES</u>	
Estimated Net Surplus	9,090,000
Depreciation of Vehicles and Other assets	5,059,000
Licence & Insurance	2,744,000
The maximum requirement obtained from T.I.B.) to meet additional Expenditure for which arrangement has already been made	7,500,000
	<u>24,393,000</u>
	25,121,000
<u>CASH OUT</u>	
Licence & Insurance	3,240,000
Taxation	3,546,000
Dividend	1,000,000
Stocks	2,412,000
Purchase of Buses	7,752,000
Inspection Cars	418,000
Plant & Machinery	984,000
Other Projects, Workshop Extention, Offices, Bus Stand, etc.	5,200,000
	<u>24,552,000</u>
Closing Balance (June 1973)	<u>569,000</u>

TANZANIA COASTAL SHIPPING LINE LTD.,
BUDGETED CASH FLOW FOR THE YEAR 1972/73

Cash balance cash inflow and cash outflow	Shs.
BEGINNING CASH BALANCE	150,000
RECEIPT :	
Arranged with Tanzania Investment Bank	500,000
Accounts receivable	1,300,000
Direct Cash Payment	830,000
Proceeds of short term loans	-
Total cash available	<u>2,780,000</u>
DISBURSEMENTS :	
Total salaries and wages inclusive social benefits	785,000
Additional Capital Expenditure	500,000
Ship operating expenses less personnel expenses	770,000
Cargo Handling expenses etc., less personnel expenses	225,000
Management expenses less personnel expenses	85,000
Purchase of fixed assets	30,000
Repayment of loan	135,000
Bank and loan interests	180,000
Total disbursements	<u>2,710,000</u>
ENDING CASH BALANCE	<u>70,000</u>

APPROXIMATE REQUIREMENT OF FUNDS FOR RUNNING THE
BUSINESS OF PRIVATE HIRE, SAFARI AND
TAXI SERVICE

<u>Group</u>	<u>Unit to be acquired</u>	<u>Fund Requirement</u> Shs.
1. BUSES		
School Children and scheduled services for workers(50 seater)	30	
For Safari to Game Parks	15 45	6,750,000
2. MICRO-BUSES		
Safari to Game Parks	15	
For other travels for dignitaries and diplomats	10 25	1,250,000

3. Saloon-Cars for Taxi Service	30	30	900,000
4. Additional Requirement for Capital incorporation etc.,		Approximate <u>100</u>	<u>1,000,000</u> <u>9,900,000</u>
		Say	<u><u>10,000,000</u></u>

APPROXIMATE REQUIREMENT OF FUNDS FOR ESTABLISHING
VEHICLE BODY BUILDING WORKSHOP

1. Intended capacity of the body building workshop : 20 vehicles per month (Provision has been made to allow flexibility upto 30 vehicles).		
2. <u>Project Cost</u>		Shs.
Building & Structural Cost		1,500,000
Heavy Plant & Machinery Light Tools etc.,		1,400,000
Raw materials & spares to be held		750,000
Working Capital, incorporation expenditure etc.,		
	(Approx)	<u>350,000</u>
	Total	<u><u>4,000,000</u></u>

BOARD PAPER NO. 8/72

RESOLUTION FOR DECENTRALISATION OF DAR ES SALAAM MOTOR
TRANSPORT COMPANY LIMITED

"RESOLVED that approval be and is hereby given for the principle of splitting the Management of M/s Dar es Salaam Motor Transport Company Limited as two independent Units, one for City Service and another for up-country service.

RESOLVED further that the following conditions should be fulfilled in respect of the split.

- (a) The Board of Directors and the General Body of Dar es Salaam Motor Transport Company Limited should pass a resolution approving the split.
- (b) The City Services will run under the present name viz., Dar es Salaam Motor Transport Company Limited and
- (c) The up-country services will run under the name and style of _____, a new Company to be incorporated as a subsidiary of the Corporation.

RESOLVED further that the Management of the Corporation be and is hereby empowered:-

- (a) to go ahead with the Implementation Scheme of bifurcation as soon as the Board and General Body of Dar es Salaam Motor Transport Company limited resolve approving the split and
- (b) to do all such things as are necessary for incorporating a company for up-country services, to negotiate and finalize any dealings with Bank and/or other financial institution for acquiring funds needed for running the business of the new company.

RESOLVED further that the following will form the broad grounds for the split.

- (a) City Service and Up-country Service are having innumerable problems divergent in nature, requiring on the spot decision and speedy disposal.
- (b) For better and efficient Management, long term planning and to do adequate justice to public demand specialisation and concentration on problems in each of these two services are of paramount importance.
- (c) One group of passengers cannot subsidise for the loss incurred by the other group. Each has to pay for his cost. Hence each should function as an economic unit."

The Policy of decentralisation of DMT into City Service and up-country service is not a megaphonic approach of today. This is a distilled idea advocated from various avenues for quite sometime, but has not yet

Crystallised. Its origin can be traced back to UTO's period followed by the recommendation of German experts as well as the opinion of other experts available in the country. More important is the latent implication of Public Demand. Better and efficient management, concentration of attention in particular field to improve the services to the public, on the spot investigation and speedy disposal are the pressing need and order of the day in Transport Sector in any country, which cannot be achieved by having unified Management for City and Up-country Services. Tanzania is no exception to this. Myriads of problems are being faced from morning till dawn in each sector (viz. City Service & Up-country Service sectors) which are widely divergent in nature to each other, requiring quick decision and speedy disposal. It should be remembered that time is the essence in these managerial decisions. These problems will prove to be a never-ending solution under a unified management, because the volume of the problems is beyond the dealing capacity of a single man and his managerial team. This apart, a net-work of long term planning leading to expansion of Transport in the country and efforts to successfully implement the scheme can be made if, and only if, immediate steps are taken to bifurcate the management of these two services. Not alone for Tanzania, it is universally accepted and practiced, that an efficient system of Transport needs separate management for City Service and Country Service.

The public complaints, many of them are very genuine deserving sympathetic attention, are to be attended to expeditiously. Adequate justice to public demand should be done. Separate concentrating channels are needed for looking into this and for taking quick remedial action. If the management of the two services are bifurcated, each can concentrate in their respective spheres with the specialisation required. The force of public complaints will also be mitigated.

The technical problems are manifold. The same Chief Engineer cannot do justice for both the services. Experience has shown that breakdown of vehicles could not be attended to and more chaos and confusion has been created because the top-man in the unified management has to pay scattered attention and a scattered attention is not attention at all, however sincere one may be at his work, however increase in strength is given to the departments.

Advocation of the theory by some quarters, that more posts may be created for managing each sector (i.e. City & Up-country), instead of splitting the management, has not weight at all. It should not be forgotten that the object is not just to reduce the work loads existing in departments, but to alleviate the various problems in the Transport Sector as a whole and to find a permanent solution.

M/s Alexander MacLennan Trundel & Co., experts in Transport Undertaking Audits have expressed the following recommendatory reasoning in support of the split.

(a) "Whether the operations are split or not there is an urgent need for the company's management and supervisory staff to be strengthened. This means extra cost and applies to all departments, Traffic, Engineering and Accounts, and to a lesser extent to personnel and

General Management. Taking into account the severe limitations placed on the company through having to adhere to parastatal salary scales for all citizen employees the operations have grown almost too large for you to be able to attract the sort of staff which should now be manning the senior positions. Splitting the operations will no doubt lead to a certain amount of duplication as far as administration costs are concerned, but this should be considered in conjunction with improved control over other costs which should result from the closer and more effective management of two more manageable units. The fact that the two types of business differ in several major respects should be adequately considered when looking at the management structure required either under the present set up or consequent upon separating the operations.

(b) Our second reason for supporting a change is that we assume that you are expecting every country route to be profit making, without being subsidised by city services, and that at present inadequate attention is being to accounting separately for major costs, such as diesel, tyres and maintenance.

Whether there is a split or not you ought to be supplied with more accurate costs of running country services, in terms of cents per mile/kilometer, for regular comparison with the sort of revenue which you can obtain on various individual country routes.

(c) Thirdly we feel that your company is not making the best use of the very valuable Pugu Premises. We have not had any reason to concern ourselves with future plans for the National Road Haulage Company, which is supposed to occupy part of these premises but we left with the impression that its development is to some extent being phased out. After the completion of further extensions at Kurasini sometime next year, it should be possible to base country service operations almost entirely on Pugu Road.

If necessary, the vacant "Adjacent Plot" could be hard-surfaced to provide extra parking, and walled in as required by the title to the property. Although this will probably make little difference, it should be possible to obtain possession of the premises presently let U. A. C. Motors. Any decision to split will probably come too late to have any effect on the Kurasini extension about to be taken in hand. If funds, permit, we see harm in slightly over-planning at Kurasini at this stage, particularly as building costs are unlikely to come down."

The following are the summary and comprehensive proposal.

1. City Service and Up-country Service are having innumerable problems divergent in nature, requiring on the spot decision and speedy disposal.
2. For better and efficient management, long term planning, and to do all adequate justice to public demand specialization and concentration on problems in each of these two services are of paramount importance.
3. One group of passengers cannot subsidise for the loss incurred by the other group. Each has to pay for his cost. Hence each should function as an independent economic unit.

4. The extra administrative cost due to the duplication resulting on account of split, is more than paid for due to improved control over other costs, which should result from closer and more effective management of two more manageable units.

5. Already there are two separate departments in DMT for these two services and hence there would be no substantial additional capital outlay on this score. What is actually sought to be done is to bring these two services under separate Companies having a General Manager for each. The City Service can function under the name of Dar Salaam Motor Transport Company Ltd., whereas the up-country service can be transferred to a new company to be incorporated.

Hence the proposed resolutions given on the captioned subject.

RESOLUTION TO ESTABLISH A COMPANY FOR PRIVATE HIRE,

SAFARI AND TAXI SERVICES

"RESOLVED that approval be and is hereby given to establish a Company as a subsidiary of the Corporation, for engaging in the business of Safari, Private Hire and Taxi Services.

RESOLVED further that the purpose of the proposed new company is to survey and implement the area of operation covering school-children facilities, transport for Factory Workers, Safari to Game Parks, Taxi Services, Reservation of buses for special occasions etc.,

RESOLVED further that the Management of the Corporation be and is hereby empowered:-

- (a) to go ahead with the Implementation Scheme, which will be received and
- (b) to do all such things as are necessary for incorporating a Company, to negotiate and finalize any dealings with Bank and/or any other financial institution for obtaining necessary funds needed for running the business of the new Company."

In unequivocal terms one who has some knowledge of the existing conditions in Tanzania, can realize the genuine need to establish a company for Private Hire, Safari and Taxi Service. As important as it is for DMP to expand its Capacity, there exist unique conditions to establish an undertaking in this line.

The intended Private Hire and Safari Services can be grouped under the following main headings:-

1. Transport for School-children.
2. Scheduled Services for Factory Workers.
3. Buses and Micro-Buses for Safari to Game Parks for Tourists and Groups.
4. Travel (in and around the City) and Safari for dignitaries and diplomats.
5. Taxi Services (chauffeur driven and self-driving).

Most of the schools do not own buses for transport of the children. Morning and afternoon peak-hours coincide with school going

and home-returning time, with the result children find it difficult to travel in regular buses. Those children, who still avail regular buses, have to walk considerable distance either at the starting point or at the destination point or both, because these buses ply on the mainroads which are neither proximate to residential area nor to the school. More important is the psychological effect, which the school children will develop, when they compare their own position of scaling the distance by foot with that of few other co-children coming in luxury Chauffer Driven Cars. For this psychological reason only uniform in the school has been introduced through out of the world. It is therefore desirable to engage few buses for carrying school-children to and from their house. Often schools are requisitioning buses for conducting study tour and excursions as part of their curriculum. This has also to be catered.

Factory workers in general, and shifts workers in particular are finding it difficult to attend their duties and return home in the regular bus service, because even after availing the buses, there is considerable walking distance at either of the end-points or both. In order to meet the situation few buses will have to be reserved for transporting them.

On occasions like Saba Saba, Uhuru Celebrations, All Africa Women's Conference, Jamhuri Celebrations etc., DMT diverts a slice of its fleet, paralysing though temporarily the regular schedule of passenger services. Similarly buses are to be withdrawn for Private Hire, whenever dignitaries and diplomats from friendly countries visit Tanzania. It is not, with the present complement of buses, possible for DMT to reserve few buses solely for the purpose of Private Hire.

There are conducted Tours and Safaris by few Private institutions as well as Tanzania Tourist Corporation. In view of the prohibitive cost, these conducted Tours could be met only by Tourists, the foreigners who have come on employment here and the privileged few. It is a deplorable fact that Sons of this soil do not have the facility and privilege of enjoying the Natural Beauty of their country, which are visited by people all over the world. Tanzania is famous for its Game Parks and Wild Life. The average cost per passenger, if regular bus service is run, will be low enough to enable the Commoner to visit the Game Parks. Such a low cost will generate enough passenger to justify regular bus service.

For the purpose of affording better facility to the Tourists, special Micro buses will have to be run for such Safaris, No doubt Tanzania Tourist Corporation and their subsidiaries are running micro-buses. Further there are number of Private Tourist Services having Taxies, buses etc., Without clashing with these services, if a healthy competition is encouraged, it will only help to reduce the tariff, even if under-cutting is practised by the Private Tourist Services, which is nothing but achievement of one of the objectives of the Corporation (NTC) - viz. to provide cheaper means of Transport and to arrest rising costs.

The healthy business principle of profiteering by increasing the volume and reducing the rate is totally unknown to our taxi-system. On the contrary the tendency among the private taxi-owners is to make easy-money by adopting the exploitation principle of forced contraction

in business, abnormal rate and alluring profit. Fare-Meter is absolutely absent in our taxi-system. This should be remedied by running taxies at Public Sector, so that even the common man can be benefited by this service during emergency at a nominal extra cost. This has become more increasingly felt with the imposition of import ban on new cars into this country. With the lesser number of private cares, sufficient number of taxies to cater to the travelling public, office goer and business men is of immediate necessity.

The combination of all these services definitely needs a specialised efficient management of its own and hence it is proposed for the establishment of a separate company.

The following are the summary and comprehensive proposals.

1. There is an urgent need to look into the Transport facilities for school-children.
2. The Transport difficulty of the Factory Workers, in particular shift workers, needs sympathetic attention.
3. Withdrawal of buses on special occasions such as Saba Saba, Uhuru Celebrations etc., is paralysing the entire transport system in the city.
4. DMT, with its present complement of buses, cannot reserve few buses solely for the above propose.
5. Facility should be extended to commoner to visit Game Parks and other Natural Beauty in Tanzani by running regular buses.
6. For affording better facility to Tourists, Micro-Buses should be run for Safaris.
7. Exploitation by private taxi-owner should be stopped and for this purpose taxi-services should be undertaken in the Public Sector.
8. For the fulfilment of the above objectives, there is a need for a special efficient management and hence National Transport Corporation should establish a separate company, for Safari, Private Hire and Taxi.
9. The Management of National Transport Corporation should be empowered by the Board of Directors of NTC to form an implementation Committee and go ahead with Implementation Scheme, as soon as the Scheme is received by the Management.

Hence the proposed resolutions on the Capitioned Subject.

BOARD PAPER NO. 10 /72

RESOLUTION TO START AN AIR-CHARTER COMPANY

"RESOLVED that approval be and is hereby given to incorporate a company to be known as TANZANIA NATIONAL AIR-CHARTER COMPANY LIMITED., as a subsidiary of the Corporation.

RESOLVED further that approval be and is hereby given for taking over the assets of Tim-Air Ltd., Tanzansair Ltd., and/or any other air-crafts belonging to any company, firm or individual.

RESOLVED further that the Management of the Corporation be and is hereby empowered to do all such things as are necessary for incorporating the new company, to negotiate with the owners of Air-crafts and to finalize any dealings with Bank and/or any other financial institutions for acquiring funds needed for the take-over and to inject capital required for running the business of the Company to be incorporated."

The twentieth century has brought greatest revolution in Transport and has made us aware of the relationship of mobility to poverty. It is well known to everybody that air-transport has shrunk the earth to less than a tenth of its previous size and jets have reduced this smaller world again by half. It is high time to realize that an integrated system of Transport is incomplete without Air-Transport. No efforts should be spared to fill-up the existing vacuum. The following are the grounds for operating Air-charter under public sector.

1. One of the functions of Corporation is to organise, establish and develop means of Air-Transport for Cargo/Passengers.
2. There are almost 18 Aerodromes and 22 Air-strips in Tanzania. Many of these are remaining idle during major portion of the year, because these - in particular airstrips, are not strong enough for larger air-crafts such as Fokker Friendship, which are being operated by East African Airways on domestic lines.
3. For a larger air-craft, there are not enough passengers to travel in domestic line, but at the same time there are enough passengers for a smaller air-craft say with a capacity of 5 to 8. The requirement of these willing passengers, may it be businessmen, politicians, diplomats, Executives or Tourists, should not be ignored.
4. Considering the existing volume of traffic, trade, size of the upcountry towns and various other governing factors, it would be sufficient to operate smaller air-crafts. This is economically viable from the point of view of Capital Cost and operational cost. It is expected that larger Air-crafts with under utilisation of capacity will bring heavy odds in operations, whereas regular charter-service with smaller air-crafts will generate sufficient air-travellers. With a sound management, it is expected that Air-charter services in this country will prove to be a flourishing and profitable venture. There is adequate market potentiality.

5. This apart, abundant, quantity of fresh vegetables and fruits are perishing everyday, in vegetable & fruit growing areas around Arusha, Tanga, Morogoro, Dodoma, Mbeya, Iringa etc., which could otherwise be conveniently brought by air to Dar es Salaam and other scarcity areas where the cost of vegetables and fruits is exorbitant. In spite of air-transporting, this will prove to be an economical proposition, because every perishable surplus will yield a margin to the seller, so long it covers the freight and incidental cost.

6. A healthy competition should always be encouraged. But the existing unhealthy competition between Tim-Air and Tanzanair has almost killed the Air-charter business in Tanzania and has also jettisoned the reputation of air-charter business in this country. The Corporation should come to rescue without delay.

7. Last, but not the least, it should be remembered that a Civilian Air-charter Service would form a second line of defence in case of national emergency.

The take-over of Tim-Air is a subject matter of discussion for almost one year. Several exploratory meetings have taken place with Comworks and T.D.F.L. However no positive step could be taken to date.

A copy of the letter addressed to the Principal Secretary, Comworks (NIC/CONF/64/25 dated 5th June, 1972) is placed before the Board to enable them to have a back-ground and the progress in this respect. Subsequently an Aviation Expert working with the Ministry of Natural Resources & Tourism was consulted. Recently the Corporation has requested M/s. Z. Boskovic Air-Charter of Nairobi, to give their terms and conditions to act as Aviation Valuers. The Corporation is also in touch with the Aviation Section of National Insurance Corporation of Tanzania Ltd.

The Management would also like to inform the Board that it would be desirable and advantageous to take-over only the Assets of Tim-Air and not its liabilities. The take-over of assets will require approximately shs 2,000,000/=.

So far no approach has been made to find out the value of the assets belonging to Tanzan-Air. Eventually, the assets, if any, of Tanzanair will also have to be taken over, immediately after the take-over of Time-Air, so that present unhealthy competition is uprooted.

Approval of the Board is sought for establishing a subsidiary under the Corporation and to take-over the assets of Tim-Air Charter (Tanzania) Ltd., Tanzanair Ltd., etc.

Hence the proposed resolution.

The Principal Secretary,
 Ministry of Communications and Transport
 P.O. Box. 9144,
DAR ES SALAM.

PROGRESS REPORT & INTERIM RECOMMENDATIONS
REGARDING TAKE-OVER OF TIM-AIR

Several exploratory meetings have taken place between officials of N.T.C. and those of T.D.F.L., who are carrying out the negotiation for the sale of the Company on behalf of Mr. Bally. In the first exploratory meeting a number of things were discussed. These can be read from the attached paper. In the course of these meetings, N.T.C. requested T.D.F.L. to supply Financial Statements of the company; detailed information on the assets and liabilities of the company; and, the company's information on staff position including the salary structure and whether some of the key personnel were willing to remain after N.T.C. has assumed ownership of the company. T.D.F.L. has provided most of the information - The Financial Information has to be processed in the following manner and sequence.

1. Valuation of Air-Craft and Buildings by expert valuer.
2. Agreement of Other Financial Data including Liabilities with the books of the company on the date of take over. (This will have to be done only after item 1 is completed).
3. Physical Verification regarding the existence of assets to be take over
4. Computation of Take-over value.
5. Mode of payment of take-over value.

Subsequently a meeting was held on 5th April 1972 at the office of the Principal Secretary, Comworks. The points discussed at the meeting that appointment of Aviation and Building valuer and his early completion of work are the pre-requisites to show any real progress in the matter of take-over of Tim-Air.

Mr. Kadwalada, the Chief Pilot representing Government of Tanzania was indicated by Comworks as the valuer sometime during the middle of May 1972. As per the advice of Comworks Mr. Kadwalada was contacted and requested officially to take up the valuation work. Mr. Kadwalada is progressing in his work and is expected to complete the same in 20 days (subject to his other emergency schedule of work). Since the Company is having some building and structural assets, it is essential that Building valuer is also appointed by Comworks immediately. Once the Air-Crafts, Air-Craft tools and Building and Structural assets are valued, other assets in existence on a particular date may be taken and valued.

Also the position of liability on that date can be determined. These are miscellaneous work, which can only be taken over after the valuation of main assets viz. Air-crafts and Buildings. This however, will not take much time.

At this stage the amount involved for the take-over is not known. Similarly the schedule of payment desired by the present owner of Tim-Air is not available, since Mr. Bally is seldom available in Tanzania. However the representative of T.D.F.L., on behalf of Mr. Bally indicated the following two alternatives of Payment Schedule.

First Preference; Cash-Down 100%
Second Preferences; 50% Down Payment. the rest in 2 equal half-yearly instalments.

Since this is not a first-hand information, it has been requested that N.T.C. should be advised by Tim-Air, no sooner Mr. Bally is available in Tanzania. His absence is one of the handicaps in expediting the negotiation. Now Mr. Bally is in Dar es Salaam we will be in touch him anytime. T.D.F.L. had also suggested that N.T.C. should take over the assets only and leave the liabilities to be settled by Mr. Bally. In this case, the approximate amount required for take-over of assets is She. 2 million.

In order to Rehabilitate and to start with a clean state, the Corporation recommends to take-over ONLY the essential Assets of the Company and run the business under new name. The liabilities of Tim-Air must be settled by Tim-Air Themselves. The advantages of taking over only the assets are as follows:

1. The new business is free from the botheration of over-due creditors and long term liabilities.
2. The actual liabilities, which have not been brought into the books of the Company as well as contingent liabilities-do not become a subject matter of settlement by the new business, whereas if Tim-Air is taken over as a "going concern"-these additional liabilities. (the extent of which is not known) will also become a burden of the successors.
3. The business will function with clean slate and thus efforts will be put in the improvement of the business rather than wasting time on old issues.

The following precautions should be taken while taking-over the assets;

1. Whether the assets are free from Hypothecation or Mortgage? If not, such 'charges' should be released before take over.
2. In order to avoid future litigation, it is essential to see that Mr. Bally settles all his liabilities. This has to be done by a suitable arrangement with the Bankers and Mr. Bally. This is

very essential since Mr. Bally will be leaving Tanzania for good and is not likely to come back.

On 30th May 1972, a meeting was held in the office of Tanzanair regarding establishment of National Air Charter Company and its management. This meeting is part of the exercise regarding Tim-Air take over. The minutes of the meeting held in Tanzanair Office is enclosed. It is expected that Tanzan - Air will give detailed draft proposals within next 7 - 10 days. Also there are some proposals given by Mr. Hofmeir of Devplan. After receiving the Tanzan - Air proposals, N.T.C. will give its final draft recommendations to the Ministry, which will enable them to prepare for E.C.C. on the subject of National Air Charter line/Tim-Air Takeover.

However, at the moment the Corporation feels, it is important to make use of the present technical and managerial potentials of Tanzanair. Also it is essential to monopolise the domestic air business. Under the circumstances it will be worthwhile for the Ministry to consider the engagement of Top-officials of Tanzanair in the N.A.C.C. for the purpose of management and also to consider providing additional funds (we do not know the quantum at present) over and above the fund required for Tim-Air takeover.

GENERAL MAN GER

Copy to: The Executive Chairman,
N. T. C.

RESOLUTION TO ESTABLISH A VEHICLE BODY BUILDING COMPANY

RESOLVED that approval be and is hereby given to establish a Company for engaging in the business of Bus & Truck Body Building Workshop."

"RESOLVED further that the Management of Corporation be and is hereby empowered to do all such things are necessary for incorporating the new Company, to negotiate with the existing Body Building Companies, or firms and finalise with Bank and/or any other financial institution for acquiring funds needed for the take-over of existing business and to inject Capital required for running the business of the Company to be incorporated."

The continuous process of replacement and addition to trucks and buses Calls for the establishment of Body Building Workshop. The ground for having such a workshop under the Corporation can be briefly stated as below:

1. At present D. M. T. & N. R. H. C. are paying exorbitant amount to Private Body Building for our Trucks and Buses.
2. The establishment of Body Building Workshop does not need a huge Capital outlay on Machinery & Equipment.
3. Being a labour intensive industry, this will provide adequate employment opportunities.
4. This will foster Internal Capital Economy within the Corporation.

SUMMARY OF TRANSPORT RESEARCH STUDY 1970

A detailed examination was made concerning road transport problems in mainland Tanzania. Relevant data and analyses are outlined in a series of studies relating to the following subjects:-

1. The structure of all motorized vehicles operating in the country and the growth trends to be expected up to the year 1974.
2. A projection analytical study of the development of the haulage industry in relation to the expected growth of the Gross Domestic Product, on a countrywide and regional basis.
3. A determination of the Freight Haulage, in terms of yearly tonnages carried over the main trunk roads, as of 1970 and the distribution of freight vehicles operating on the significant road section of the trunk roads.
4. Relating the carrying capacities of the available haulage fleets operating on main trunk routes for the flow of commodities to internal markets and export outlets to the required transport needs of the production and consuming areas.
5. An investigation of the Passenger services by public Transportation throughout the country with indication of present strength of buses operating between the principal centres, and their seating capacities.
6. A detailed analytical investigation of the Dar es Salaam City passengers services, related to population growth forecasts and peak hour traffic.

The above investigations were summarized in 4 separate reports numbered 1 to 4 under the heading "Transportation Study Series" comprising relevant analysis, table and graphs.

The above studies cover the period from January to November. Each of the series, prepared in draft form was brought to the attention of the N. T. C. Management and discussed in Committee. Any suggestions and proposed revisions were taken under consideration when preparing the Final Draft.

A brief outline of the reports is given hereunder :-

Report No. 1. is divided into 4 parts with contents as described in attached sheet.

A particular study was made to bring into focus the relationship existing between the performance of the existing country's road transport system and the development of its economy, as expressed by the

trends of the Gross Domestic Product Growth at various sectoral levels. The investigation was extended to the part played by each region separately related to their contribution to economic and social development.

The haulage system is being reviewed by types of service, public and private, its performance in the face of regional development and the adequacy of the capacity required at certain production peak periods of the year.

The last section of this report, establishes an analytical model to serve as a guide in predicting the growth of the haulage services at different growth levels of the regional Gross Domestic Product in the sectoral elements that call for transportation.

Report No. 2.

This part consists of tabular presentations of the road haulage structure on the main Tanzanian trunk roads. The problem is examined under three aspects:-

- (a) Listing the yearly tonnages of the various commodities carried over the sections linking the main centres on each of the trunk routes, from 1967 to 1970.
- (b) A list of the number of public licensed vehicles operating on the above road sections on long hauls, describing carrying capacities of the vehicles used and the haulage distances.
- (c) Name of main operators owning public licensed vehicles with description of the vehicles capacities operating on the long hauls and type of commodities carried.

A supplementary set of tables is attached to the above indicating the overall yearly tonnages of commodities collected and delivered from and to the partial sections of the main trunk roads from adjacent regional areas. This analysis will serve to assess the adequacy of the haulage fleet operating on the main trunk sections in coping with volumes of goods traffic originating within the producing and consuming surrounding areas. A final exercise, intended to bring out the role of the road haulage structure and its share in the yearly flow of commodities by both modes, rail and, on near parallel routes, has been attempted. The tabular presentation establishes a superior carrying capacity by rail for bulk agricultural produce and principally manufactured goods, fuels and machinery, over road haulage. This applies mainly to the long hauls where transport by road is liable to be slowed down due to the deterioration of road surfaces during rainy weather.

Report No. 3

This report deals with passenger services by public transportation in mainland Tanzania. A diagrammatic map indicates bus connection between the country's main centres, straight lines joining origin and terminals destinations of each scheduled route.

The geographical distribution by regions of buses operating

- under Road Service Licensing as of 1970, is listed followed by 3 additional tables indicating:
- (a) Passenger transport operators licensed in each region, the number of vehicles owned by each operator and their carrying capacities;
 - (b) List of major bus owners operating on the routes shown on map;
 - (c) Breakdown of the size of bus fleets into three classes: those owned by large, medium and small operators.

This last list is indicative of the nature of the passenger fleet structure operating in the country, revealing an astounding proliferation of the 1 man - 1 bus type of ownership.

Report No. 4.

This report is strictly concerned with the Dar es Salaam City Bus Service. The object of the study was to produce a model by which forecasts can be made regarding the expansion programmes of the bus fleet in relation to population growth and peak hour demands.

From observed data in the past, a number of parameters are established concerning population yearly growth rates, the percentage of bus users, average daily work trips and peak hour bus trips. A regression analysis is used to correlate the yearly total bus passengers as recorded by the D.M.T. (Dar es Salaam Motor Transport Company) city services for the period extending from 1962 to 1970, and derived values for daily averages and the peak hour trips with growth of the city's population.

From recorded data as to the observed growth of the bus fleet for the same period and, projecting peak hour demands to the year 1974, an extrapolation makes it possible to determine the amount of buses that should be put in circulation to cope with the peak/hour traffic from the present time until 1974. The study is extended to ascertain the requirements of each of the residential districts for peak/hour work trips by public transportation by the end of 1971, and the number of buses to be allocated to each of the routes covering these districts, during the rush hours.

S U M M A R Y

Summarizing the facts emerging from the studies, it may be stated that at this juncture, the time has come to sort out the complexity of the road transport problems which confront the Tanzanian economy.

1. The primary object of the investigation that were carried out, was to draw a clear picture of the situation as it

appears at the present time at different levels and as related to the different motorized transport modes. An insight into the facts as revealed by this investigation, linking them with the dominant factors inherent in the haulage and public transportation demands, possess some pertinent problems which call for a careful and thorough examination.

2. In as far as the National Transport Corporation is concerned, it is their declared policy to bring about a normalization of the road services between main regional centres and ensure a regular and efficient haulage structure and public transportation system, that will meet an un-hindered flow on the main trunk roads compatible with increasing production and marketing activities.
3. The main concern of N.T.C. would therefore be directed towards devising a series of measures calculated at strengthening the potential of the present operating fleets, as they are now clearly defined and analysed in the studies under reference, and enter into the transport industry on a sound and phased investment programme and gradually integrate the whole system into a national enterprise.
4. Copy of the Introductory Note to the Transportation Study series and some concluding remarks pertaining to the study in the 1st report are attached.

REFERENCES

Report No. 1.

Central Registry of Motor Vehicles, 1970
Economic Survey and Annual Plan 1970 - 1971
Consolidated Motor Vehicles Registration Report to December 1970
Monthly Statistical bulletins ending December 1970
Comworks traffic counts 1966 - for regional distribution
Rolf Hofmeier: "Der Beitrag des Verkehrswesens für die Wirtschaftliche Entwicklung Tanzanias"
IFO publication
The Second Five Year Plan

Report No. 2.

Transport Licensing Authority
East African Railways Road Services Annual report
Rold Hofmeier - op. cit.
East Africa Transport Study, Vol. III - Tanzania,
Published by the "Economist Intelligence Unit"
Freeman, Fox Wilbur Smith and Associates. 1967
Ministry of Commerce & Industries records,
Ministry of Agriculture & Cooperatives.

Report No. 3.

Central Registry of Motor Vehicles to December 1970
Economic Survey 1970 - 1971 and Annual Plan 1971 - 1972
Consolidated Motor Vehicles Registration Report to December
1970

Rof Hofmeier - op. cit.
Transport Licensing Authority reports.

Report No. 4

Population Census 1967 - Dar es Salaam and districts.
D.S.M. National Capital Master Plan, - reports prepared by
Project Planning Associates Ltd, Toronto 1968.
detailed in TS 4 "Transportation Studies".
Dar es Salaam Motor Transport Co. (D.M.T.), 1970 annual
reports and current statistics.

APPOINTMENTS

1. The Board of Directors, vide Minute 3/71 of the Meeting held on May 21, 1971 approved the establishment of four Directorates: i.e. Administration, Finance, Operation and Planning & Research and thereby abolishing the post of Assistant General Manager.
2. The former Assistant General Manager, Mr. J. Mkama, was offered the post of Director of Planning & Research which, as the Board has already heard, he did not take, and later he had to leave the Corporation. Thus making all these post in the Directorates virtually vacant.
3. The management in an attempt to fill these vacancies advertised these post. The response has been extremely disappointing. The only two or three persons who applied for the last three mentioned Directorates were so far from all expectation qualificationwise that it has been not worth of your consider ration.
4. Management is recommending to the Board, therefore, two names, at least, to fill two of the four Directorates, and these are :-

A. FOR THE DIRECTORATE OF ADMINISTRATION
Chief G.P. Kunabi

(a) With the rapid expansion and development of the Corporation; with the thinness of staff at the top, particularly in Administration and Coordination of this Corporation, and with the general increase of the volume of the work entailed therein the Management with concurrence of the Ministry of Communications and Transport and also of the Standing Committee of Parastatal Organisations agreed to employ Chief Kunambi at the beginning of February 1972 to act as Director of Administration as well as the Corporation Secretary on temporary basis until such time that the matter has been brought up to this Board for formal approval, of his appointment.

Background History

Management believes that Chief Kunambi is not stranger to the Members of this Board, but as a formality a few factor of his background and experience are listed here:

Education:

- 1938-1040: Teachers' College Morogoro
- Obtained Grade 11 Teachers' Certificate.
- 1941-1945; St. Mary's Secondary (Mirambo) School Tabora
- Obtained Secondary School Living Certificate.

- 1946-1947: Holy Ghost College, Mangu, Kenya
-Cambridge School Certificate, 1st. Grade and
Makerere Entrance.
- 1948-1950: University College, Makerere, Uganda
-Diploma in Education (E.A.).
- 1962-1963: University of Duguesne and University of Pittsburgh
(U.S.A.).
-B.A. (Public Administration & Political Science)
- 1963-1964: Same Universities
-M.A. (Political Science).

Experience:

- 1950-1952: School Master, Teachers' College Morogoro
- 1953-1955: Headmaster, Bigwa, Morogoro.
- 1955-1962: Chief of Waluguru and Chairman of District
Council, Morogoro.
- 1964-1970: Registrar, University College, Dar es Salaam and
Secretary to The Council of the University
College, Dar es Salaam.

All together is twenty(20) years in administration capacity.

Other Experience:

1. Member of the National Executive and the Central Committee
of TANU during the early years.
2. Chairman of TANU, the then Eastern Province
3. Chairman of MAUN, University College, Branch.
4. Member of Board of Directors, Kilombero Sugar Company,
and now of Zambia Tanzania Road Services.
5. Chairman of Baraza la Wauwini.
- 6; Chairman of the Joint Industrial Council of the East
African Cargo Handling Services.

(b) As it has already been stated above Chief Kunambi has
been serving the Corporation as Director of Administration as
as Corporation Secretary. The Management is well satisfied
with his service and the ability to cope with the work en-
tailed under these posts.

(c) The Management recommends, therefore, that Chief Kunambi
be appointed to the post of Director of Administration with
effect from February 1, 1972 when he actually started work,
on the approved scale of Shs. 34,00/= x 1,500/= -Shs. 38,500/=
per anum.

(d) The job description to this post is attached to this
paper as annexure 1.

B. FOR THE DIRECTORATE OF FINANCE

Mr. A. Krishnamoorthy

(i) Mr. Krishnamoorthy was recruited directly from India by the Ministry of Communications and Transport to be the Chief Finance Officer of the Corporation.

(ii) In accordance with the Board's decision, vide Minute 6/70(iv) of the Meeting held on February 21, 1970 that any person to be recruited to head the Finance Department should not be given the title of Chief Finance Officer until he has worked and satisfied those concerned that he deserves to hold this title. Mr. Krishnamoorthy therefore, was not appointed under that title.

(iii) Later on the title of Chief Finance Officer was replaced by that of the Director of Finance as consequence to the creation of Directorates.

(iv) It was anticipated that all key posts in the administration of the Corporation should be held by citizens of Tanzania as early as possible, but when advertised for this post, it was clear that none of the applicants came nearer to what was stated by the Board, vide Minute 1/69(v) of the Meeting held on October 22, 1969 that the Chief Finance Officer should have qualifications not less than those of the Chief Finance Officer of the N.I.C., nor for that matter nobody had the qualifications of Mr. Krishnamoorthy.

(v) Being well satisfied with the work and efficiency of Mr. Krishnamoorthy and that he qualifies and deserves to head the Directorate of Finance, the Management recommends that Mr. Krishnamoorthy be appointed to the post of Director of Finance with immediate effect, on the approved scale of Shs. 34,000/= x 1500/= - Shs. 40,000/= per annum.

(vi) His terms of service shall be Expatriate Contract terms for 3 years from the day of appointment.

(viii) His historical background and the job description for this post are attached to this paper as annexure 2 and 3.

5. In so far as to the prospects for filling the other two Directorates is as follows. The Directorate of Planning and Research is not going to be filled immediately as there is a possibility of using the recently appointed personnel in the Ministry of Communications and Transport, who is fully conversant with this field. For the Directorate of Operation the Corporation will continue looking for an appropriate person to take up the post.

NATIONAL TRANSPORT CORPORATION

JOB DESCRIPTION

DIRECTOR OF ADMINISTRATION

1. Responsible to the General Manager for the Administration of N.T.C.
2. Responsible for:-
 - (i) General Administration of the day to day activities of the N.T.C.
 - (ii) Coordination and advice of the administration of the Subsidiary Companies of N.T.C.
 - (iii) Providing guidance in administration and personnel matters.
 - (iv) Personnel Services and Welfare e.g. leave, fringe benefits, etc. and to prepare proposals for continuous improvement of these for the consideration of the Board, through the General Manager.
 - (v) Staff Planning and Recruitment:
 - Manpower Planning-High Level Manpower and Common Cadre for N.T.C. Headquarters;
 - Coordination of High Level Manpower Requirement for Subsidiary Companies of N.T.C.
 - Volunteer Services from abroad;
 - Job Description.
 - (vi) Staff Recruitment:
 - Advertisement; processing of Applications and Appointments; Interviews and Appointments Committees.
 - (vii) Training:
 - Planning and/or Organising training and curricular, within the Industries, with Local Training Institutions. Organised Lessons or Seminars on Technical, Social or Political Subjects; Arrangement for Training Outside Tanzania and Abroad;
 - Work out the Funds and Teachers as Need Arise.
 - (viii) Secretary to the Board of Directors, Committee and other Meetings of N.T.C. : Preparation of Agenda (in consultation with the General Manager); Board Papers and other Working Papers for such meetings; Recording of the Minutes; Action on the minutes and Implementation of Decisions made.
 - (ix) Contacts and Co-ordination with Relevant Ministries, Parastatal Organisations and other Bodies or Organisations; Government Directives, Circulars or Instructions, etc.
 - (x) Such Other Duties as the General Manager and/or the Executive Chairman, from Time to Time, may direct,

CURRICULUM VITAE

Date of Birth: 23rd October 1938

General Education:

1954: St. Peter's High School Tanjore, India
-Passed Secondary School Exams. Ist. Class.
1954 - 56 Intermediate - Madrass University
-Distinction in Maths and Chemistry
1956 - 58 Calcutta University
-B. Com.

Prof. Education:

1959_63 Institute of Chartered Accountants
-A.C.A. & F.C.A.
1964: Institute of Commerce, London
-A.C.I.
1966: Institute of Cost & Works
Accountants of India.
A.C.W.A. - Passed Intermediate
-Completed group I & II
-Final as soon as possible.

Membership in other Professional Institutions:

A.I.A. - Association of International Accountants, London
N.A.A. - National Association of Accountants, U.S.A.

Experience:

1956 - 59: Junior Auditor for M/S V. Sankar Aiyar Co.
1959 - 63: Auditor & Senior Auditor, same firm
1964 - 65: Senior Auditor -do-
1965 - 70: Works Accountant cum office Manager, for M/S
Bolani Ores Ltd. (a leading mining Company in
India fully mechanised).
19.. - : Chief Accountant - N.T.C.

Further detailed particulars can be furnished if required.

NATIONAL TRANSPORT CORPORATION

JOB DESCRIPTION

DIRECTOR OF FINANCE

1. Responsible to the General Manager
2. Responsible for:
 - (i) Making and Compiling Budget plan and fund plans of the Corporation and its Subsidiaries.
 - (ii) Settlement of the Accounts of the same including redemption plan.
 - (iii) Acting as controller towards the Subsidiaries
 - (iv) Keeping constant review on the revenue and expenditure of the Subsidiaries.
 - (v) Preparing and submitting periodic report on the current operating, and financial position of the Corporation and its Subsidiaries.
 - (vi) Establishing efficient systems for the Corporation and its subsidiaries concerning accounting, budgeting, finance, purchasing, storage and spare-parts management.
 - (vii) Undertaking studies of costing and pricing.
 - (viii) Dealing with matters relating to contracts.
 - (ix) Assessing operating costs.
 - (x) Keeping constant review of the financial affairs and prepare proposals for continuous improvement of these for consideration of the Board through the General Manager.

SUBSISTANCE ALLOWANCE WHILE TRAVELLING
ON DUTY OUTSIDE TANZANIA

1. The Staff Regulations of N.T.C. on this subjects states as follows:

- (a) Subsistence allowance in respect of each night for which he is absent within Tanzania from his duty station at the following rates :

Grade	Amount per night
(i) Employees in receipt of basic salary of Shs. 34,000/= or above per annum	Shs. 60/=
(ii) Employees in receipt of basic salary of Shs. 12,800/= to less than Shs. 34,000/= per annum	Shs. 40/=
(iii) Employees in receipt of basic salary of Shs. 4,200/= to less than Shs. 12,800/= per annum	Shs. 25/=
(iv) Employees in receipt of basic salary less than Shs. 4,200/= per annum	Shs. 15/=

- (b) Subsistence allowance for duty travel outside Tanzania will be payable in accordance with practice in force in the public service.

2. Reference to 1(a) above, through experience, it has been found that the rates spelled out above are extremely inadequate. Members of Staff travelling up-country found that for group (i) most of the reasonable Hotels up-country charges around 50/= p.n. for bed and breakfast. Thus the person concerned is left with, at most, Shs. 10/= to cover his meals and other permissible expenses within the Staff Regulations. Similarly for the others, in accordance with accommodation anticipated for them the hotel rates is higher than provided for.

It is hard enough for those at the top of the ladder, it is even worse for those at the bottom.

It is true that there is a provision (39) which allows for one to meet the actual expenses, and if it is more than the rate laid down he could claim refund. This is not an easy matter either, for in the first instance depending on the time of the month and the nature of the journey, it is hardly possible for many even in higher income group to have personal funds to meet the extra expenses. For those in the lower income group one hardly expects them to have any real cash with them. Secondly, there is a problem of substantiating one's claim for refund.

as in a number of cases such as taxis and small eating places no receipts are issued and, there is a chance also of misplacing some receipts while still on safari.

Although the main purpose for this agenda is for travelling outside Tanzania, since most of employees in most of out-of-station duties will be in Tanzania it is recommended that this problem should be dealt with at the same time.

In accordance with experience of hotel rates in most parts of Tanzania Management recommends that the rate henceforth should be as follows :

<u>Grade</u>	<u>Amount per night</u>
(i) Employees in receipt of basic salary of Shs. 34,000/= or above per annum	Shs. 100/=
(ii) Employees in receipt of basic salary of Shs. 12,800/= to less than Shs. 34,000/= per annum	Shs. 70/=
(iii) Employees in receipt of basic salary of Shs. 4,200/= to less than Shs. 12,800/= per annum	Shs. 40/=
(iv) Employees in receipt of less than Shs. 4,200/= per annum	Shs. 25/=

The Board of Directors is requested to approve this rate.

3. In so far as 1(b) is concerned, that is, the rates of allowances while Travelling on duty outside Tanzania a copy of Staff Circular No. 2 of 1966 which is the only available authority on the subject, is herein attached for information.

(ii) The only problem here is the fact that these rates were drawn up in 1966. Many Directors might have seen through the press in recent months that in some countries the cost of living index has gone up more than 125 points above that of 1965 on which these rates were based upon.

(iii) Those who have been travelling abroad constantly between 1966 and 1972 have experienced these changes in the cost of living, particularly in Western Europe and the Americas.

(iv) It could be most embarrassing to person sent out on duty by the Corporation to these countries and find short of funds to maintain himself.

(v) The Board is requested, unless other ways are found, to approve that when a member of this Corporation is going out of Tanzania on duty he should have a reasonable imprest, over and above

the flat rates prescribed in the said Circular.

4. Management tried to obtain from other Parastatals information on the normal practice in such circumstances, but unfortunately failed completely to get useful information on the subject.

We however, in so far as the rates for out-of-station allowance within Tanzania, have received some informations from East African Cargo Handling Services which we attach to this paper. This may not be very relevant to the Corporation but it might serve as a point of comparison.

TRAINING PROGRAMME

As it has been well-stressed both in the N.T.C. Overall Policy and in the Appraisal of the Work of N.T.C., training of personnel is vital for the development and maintenance of the services of the Corporation. This training must be in all aspects and at all levels of the transport industry.

I. AIMS

1. To ensure that there is an adequate number of manpower at all levels in the Corporation.
2. To ensure that such qualified personnel are kept up to date in their skills for the whole of their working lives, or at least, when they are serving with the Corporation.

II. WHOM TO TRAIN

Group 1. All those involved in the planning and research, operation, finances and Management (be they physical distribution or industrial transport) of the transport and also those in the Management of the Ancilliary Industries of the Corporation.

Group 2. All suporting staff in the Middle and Lower level in the Corporation, e.g. Supervisory (including traffic officers, foremen, convoy leaders, Road Controllers), Instructors, Mechanics, Drivers, Clerical (including Secretary/Stenographers and typists) personnel in accounts, etc. etc.

III. SUBJECT TO BE TAUGHT

1. For Group 1 (Managerial and Upper-Middle Groups)

- (a) Management and General Administration
- (b) Planning & Research
- (c) Operations
- (d) Financial Management & Control
- (e) Technology
- (f) Transport Economy
- (g) Political Education (for all)

The Programme to be drawn up after consultation with relevant experts and institutions on the different subjects.

2. For Group 2 (Supporting Staff)

- (a) Political Education (for all)
This will be by organised lectures, seminars and discussion groups. The programme will be drawn up in consultation with the Political Education Department of TANU.

- (b) Supervisory groups
- (i) Basic: To learn all what they need to know and implement in their respective sections. Special programme will be drawn up for each specific supervisory group after consulting the Subsidiary Companies and relevant authorities with the know how of these aspects of supervision.
 - (ii) Special: This to include Human Relations and Leadership.
- (c) Instructors : The programme will be drawn up after consultation with Trade Testing Centre, Z.T.R.S. Training School, Civil Service Training and other relevant authorities.
- (d) Mechanical
- (i) Basic Course
 - (ii) Intermediate Course
 - (iii) Advanced Course

Details of the course and examinations are being worked out in conjunction with Government Trade Testing Centre.

- (e) Drivers
- (i) Long Distance Drivers : for Passengers and Haulage transport.
 - Programme to be drawn up after consulting Z.T.R.S. and other prospective institutions which have such schemes and/or could provide teachers.
 - (ii) City Drivers : as in (i) above.
- (f) Clerical & Secretarial
- (i) General Clerical Work including Registry
 - (ii) Secretary/Stenographers Courses
 - (iii) Typist courses.

Programme will be drawn up in conjunction with the Civil Service Training Centre.

- (g) Finance Management and Accounts
- (i) Accountants
 - (ii) Assistant Accountants
 - (iii) Accounts Clerks

The Institute of Finance Management has been contacted and they are willing to work out a scheme and even help in the actual teaching until such time that the N.T.C. has its own institution.

- (h) Industrial Relation
- (i) All Supervisory Group
 - (ii) Workers Committees
 - (iii) Workers Councils.

Seminars and Courses will be mounted by N.T.C. for the purpose and also other course or seminars mounted by other institution will be used.

IV. FUTURE PLANS

1. The above stated plan is an interim measure to enable the Corporation to have a start and gain experience. In this training programme the Corporation will have to use whatever facilities available or to be made available such as borrowing halls, class rooms or rooms; borrowed or loaned equipment and hired or voluntary teachers.

2. The Corporation has been into contact with a number of Institutions both within and outside Tanzania on this subject. For example we have, as already stated, contacted the Institute of Finance Management, who have agreed to cooperate and even offered to mount the course and train N.T.C. personnel on Finance Management and control; we have contacted the Government Trade Testing Centre for advice on levels of training and examinations levels (there will be a full mledged meeting of N.T.C., Labour and the Centre on September 1, 1972 to discuss thoroughly our strategy); we have also contacted the University of Dar es Salaam who put at our disposal the Department of Statistics to train our personnel on :

- (a) Traffic routing and Scheduling;
- (b) Allocation of Vehicles to various routes;
- (c) Compiling of data to carry out (a) & (b);
- (d) Stock Control; and
- (e) Work Study Methods.

The next move now is to sit down with the said department and work out how to implement this. The Corporation has also contacted overseas bodies such as the Bloor Autorite Garrage in Canada, who are prepared to take some of our promising students to train in their Institute on Mechanics; the Chartered Institute of Transport in London who have sent their prospectus to us; and the U.S.A.I.D. to find out whether we could get advise and/or assistance from the experience of the M.I.T. in U.S.A. There are still more bodies and institutions to be contacted before we can work out the final programme of the interim plans. It is the intention of N.T.C. Management that this should be done as soon as possible.

3. The future plans as stated in the N.T.C. Overall Policy is to have a specific Institution of Transport Training which will cover all, or almost all, aspects of the transport industry.

4. This will obviate the build up of local and permanent skilled manpower to ensure the smooth running of the services of the Corporation and possibly of other groups of public transporters.

5. This is not a simple matter for appart from the fact that a lot of funds and manpower will be required, there will be a need of concentrated study and planning of the project, expert advice from within and, may be also from without the countries to help and even

to send some of N.T.C. people to relevant institutions to discuss the plans in order to get advice and/or assistance.

6. Finally as a normal procedure, these plans, both the interim one and that of the future, when drawn up have to be submitted to the Standing Committee on Parastatal Organisations (which is responsible for training for Parastatal Sector), the Central Establishment Division (Training), the Ministry of National Education and the Ministry of Labour and Social Welfare (which is responsible for the National Industrial Training Programme).

MEETING OF BOARD OF DIRECTORS

SHORT CLOSING ADDRESS BY THE CHAIRMAN

Dear Members of the Board

As this is the last meeting, Mr. Miyazawa, the out-going General Manager, is attending I would like to say a few words to meet the occasion.

As you are all aware Mr. Miyazawa came here on Technical Assistance from the Government of Japan and came at a very crucial moment as then we were just embarking on our first major planning and major projects of the Corporation and therefore he together with all those who assisted him had heavy responsibility to see the Corporation off the ground.

Besides his normal duties as General Manager, he did a lot to try to get assistance from Japan personnel in the field of engineering which has been very much low since the take-over of D.M.T. and particularly when its first Chief Engineer Mr. B.E.M. Mtaya died suddenly in an accident. He managed to get some 5 young Japanese engineers who are still with us in D.M.T. Further in our difficulties to obtain funds for the trucks of N.R.H.C., he managed to persuade authorities concerned to persuade ISUZU Company to donate two truc, chassis to N.R.H.C. and also the photocopy machine which is very much appreciated.

I would like therefore to take this oportunity, on behalf of myself, the Directors and the Corporation, to thank him first for his close co-operation while working with us, and also for all what he has done for the Corporation during his term of office.

I wish him and Mrs. Miyazawa the very best of luck and success in whatever new life they are going to have. I have every reason to believe that Mr. Miyazawa having been one of the pioneers of the Corporation, will always remember it, and wherever he is he will do his best to assist this young but important institution - Mr. Miyazawa we trust you will be the N.T.C. ambassador in Japan.

Again I would like to wish him and his family bona voyage.

P.C. WALWA
EXECUTIVE CHAIRMAN

END OF CONTRACT OF GENERAL MANAGER

N. T. C.

The General Manager, Mr. Y. Miyazawa who has been here on Technical Aid Scheme from the Government of Japan is completing his contract at the end of September 1972. As he is entitled to 42 days leave at the end of his contract he will have to take his earned leave from this month (August) and he has elected to take his leave here in Tanzania. Herein below is his farewell message :-

Dear Members of the Board of Directors,

This would be the last occasion for me to sit at the Board Meeting of N.T.C., so I would like to take the opportunity to express my deep gratitude and appreciation to the members of the Board. I would also like to look back briefly on the past two years.

In as much as the work done during my stay here, which is tantamount to the Agenda Item No. 3 "Appraisal of the Work of N.T.C", I reckon there is no need to reiterate it again. However, I feel very happy to see that the nucleus of the N.T.C. business has already been set up, at any rate, within the scarce framework of resources. Especially, valuation must be made to the rapid and great advancement in D.M.T. to meet its commitments to the people, although there is still a lot of problems to be solved.

As you may be aware, the transport business is an expensive one. But it is keenly connected with the daily economic and social activities of people. In other words, it is an infra-structure of the nation. Therefore, without proper and sound development of the transport industry, the country cannot make much progress in terms of both economic and social aspects.

I hope the subsidiary companies of N.T.C. which have already been established would make giant strides towards the targets with the help of proper management depending on the available amount of funds.

Apart from business itself, I am very happy to have gained a lot of friends here. All of them are men of patriotic character and of capability. I believe they will contribute much for the Development and Strengthening of Tanzania through their official activities.

On leaving Tanzania, I would like to express my sincere gratitude again to all of you, who have extended kind assistance and help to me. I also believe and hope Tanzania will become one of the leading nations in the Continent in economic field just as it is in the political field. If some occasions arise in future to need Japanese assistance, especially in the transport sector, I would be quite willing to act as a pipeline to link both countries.

I wish your Board and the Corporation as a whole the best of luck.

Y. MIYAZAWA

DAR ES SALAAM MOTOR TRANSPORT COMPANY LIMITED BALANCE SHEET 30TH APRIL, 1972
(and movements since 31.12.71)

	AT COST	ACCUMULATED	BALANCE SHEET		NET ADDITIONS	DEPRECIATION	BALANCE SHEET		CHANGE SINCE
	31.12.71	DEPRECIATION TO 31.12.71	AT 31.12.71		TO DATE 1972	TO DATE 1972	AT 1972		31.12.71
	Shs.	Shs.	No	Shs.	Shs.	Shs.	No	Shs.	Shs.
A. FIxed ASSETS									
1. Passenger Vehicle	20,881,086	7,717,453	199	13,163,633	2,969,190	1,051,700	221	15,081,123	+ 1,917,490
2. Freight Vehicles									
3. Tranker Vehicle									
4. Trailer									
5. Other Vehicle	348,163	84,269	15	263,894		53,506	15	210,388	- 53,506
6. Depot Workshop and Offices	5,013,543	390,800	214	4,622,743	5,150	45,600	236	4,582,293	- 40,450
7. Staff Quarters	596,000	69,325		526,675	0-	7,600		519,075	- 7,600
8. Plant Tools and Garage Equip.	1,008,619	380,518		628,101	137,890	63,090		702,901	+ 74,800
9. Office Furniture and Equip.	390,295	217,571		172,724	19,180	16,170		175,734	+ 3,010
	28,237,706	8,859,936		19,377,770	3,131,410	1,237,666		21,271,514	+ 1,893,744
B. CURRENT ASSETS									
1. Trade Debtors				1,639,264				1,579,416	- 59,848
2. Prepayment				716,544				1,681,037	+ 964,493
3. Cash				7,029,327				5,678,242	- 1,351,085
4. Stock				2,314,898				2,368,026	+ 53,128
				11,700,033				11,306,721	- 393,312
C. DEDUCT									
1. Trade Creditors				3,382,678				4,169,166	+ 786,488
2. Accruals				514,985				994,697	+ 479,712
3. Provision				4,732,450				1,863,480	- 2,868,970
				8,630,113				7,027,343	- 1,602,770
NETT CURRENT ASSETS				3,069,920				4,279,378	+ 1,209,458
TOTAL NET ASSETS				22,447,690				25,550,892	+ 3,103,202
D.									
1. Ordinary Share Capital				10,421,920				10,421,920	-
2. Reserves and Retained Profits				12,025,770				12,025,770	-
3. Profit and Loss Balance - to date 1972				-				3,103,202	+ 3,103,202
				22,447,690				25,550,892	+ 3,103,202

