

2. PCM ワークショップ結果

PCM ワークショップ結果

1. PCM ワークショップの概要

(1) 目的

参加型プロジェクト・サイクル・マネジメント（PCM）ワークショップは、プロジェクト・デザインについてプロジェクト関係者と合意形成を図るための方法として、以下の観点から有効であった。

- プロジェクトの基本的枠組みがひと目で分かる。
- 関係者間の意見の統一が図りやすくなる。
- 相手国関係者のオーナーシップが向上する。

本ワークショップでは、参加者の意見をカードに書き、それを模造紙に貼って意見を視覚化し、その全容をひと目で確認できるようになった。また、参加者の意見を問題系図上に反映させていったため、関係者間での意見の統一が図れたと考えられる。

上記のメリットを踏まえつつ、以下3つの目的に沿ってワークショップが行われた。

- ① 参加型ワークショップを実施することにより、参加者が主体性をもってプロジェクトにかかわっていけるような意識を構築する。
- ② 参加者間で活発な意見交換を行う。
- ③ 税務行政に係る問題・課題を把握し、その分析を行う。

本ワークショップは、上記目的に沿って順調に行うことができた。その結果、関係者から多様な意見を収集し、それらを論理的に組み立てることにより、問題系図を完成させることができた。また、①に記述されているように、参加者が主体性をもってプロジェクトに関与していくような自覚・意識が現れてきており、オーナーシップの向上につながったと考えられる。②については、本ワークショップの特徴上、カードに記入することにより議論を進めていくため、参加者個人の率直な意見が出され、参加者間で活発な議論ができた。

(2) 参加者

今回のワークショップでは、税務研修センター（ITA）の職員及び講師をはじめ、タンザニア歳入庁（TRA）本部の関係者が参加した（付属資料 2-1 参照）。

(3) 日 程

以下に示すようなスケジュールに沿って PCM ワークショップが開催された。

2011年9月9日（金）

開催場所：ITA 研修ルーム

午前の部 (1) (9:20-10:50)	• PCM 手法の概要説明
休憩 (40 分)	
午前の部 (2) (11:30-13:00)	• 関係者分析
昼食 (70 分)	
午後の部 (14:10-17:30)	• 問題分析 • 問題分析に基づいたプロジェクト活動（案）の検討

2. PCM ワークショップの結果

(1) プロジェクトの枠組みの設定

本ワークショップでは、以下の枠組みに沿って議論を進めた。

プロジェクトの枠組み

ターゲット・グループ：	ITA 職員 学生・研修受講者（TRA 職員含む）
協力期間：	3 年間
実施機関：	ITA（TRA）
援助機関：	JICA
協力機関：	世界銀行、英国国際開発省（DFID）、デンマーク国際開発援助庁（DANIDA）、スウェーデン国際開発援助庁（SIDA）など
対象分野：	税務行政
主要な内容：	ITA によって提供される研修事業の改善をめざして、以下 3 つのコンポーネントを進めていく。 ①体系的な研修事業の実施体制（研修計画、研修カリキュラム・教材など含む） ②ITA 講師の研修実施能力 ③研修事業のフィードバック体制

(2) 問題分析

ITA が有する現存の問題を「原因－結果」の関係に沿って分析を行い、カードの整理を行った。分析は、上記枠組みに沿って中心問題の設定から始め、その原因と結果を整理・検討しながら、問題系図を発展させた。

中心問題には「ITA によって提供される研修事業の内容が十分ではない」を置き、直接原因として、①「体系的な研修事業の実施体制が脆弱である」、②「ITA 講師の研修実施能力が十分ではない」及び ③「研修事業のフィードバック体制が脆弱である」を設定し、各コンポーネントについて分析が進められた。これらの 3 つの「直接原因」の分析は、小グループに分かれて詳細に議論を進め、最終的に参加者全員によるコンセンサスを得て、問題系図を完成させた（付属資料 2-2 参照）。

なお、ワークショップでは、グループごとにプロジェクト・コンポーネントとして重要と考えられるカードに優先順位を付けさせた。カード上の「1」～「5」は、各グループで付した優先順位である（グループ 2 のみ「7」まで付した）。以下、優先順位を付けられたカードのうち、各コンポーネントで重視すべきカードを記す。

研修事業の実施体制

- ① Curricula are not focused on core objectives of Tax Administration.
- ② Teaching handouts and manuals are inadequately reviewed.
- ③ Training needs are inadequately identified.

ITA 講師の研修実施能力

- ① Lack of specialized training for lecturers.
- ② Lack of audit skills in specialized sectors.
- ③ Absence of field attachment measures in which lecturers have practical experiences at TRA.

研修事業のフィードバック体制

- ① Assessment of training is not adequately done by trainers/lecturers.
- ② Training policies/plans are not linked to the needs of the organizations.
- ③ Assessment results are not communicated.

3. PCM ワークショップにおける参加者の意見に関する留意点

- 「研修事業の実施体制（計画）」では、研修カリキュラムは、税務行政の核心的な目的に沿って作成されていないとのことであった。これは、研修ニーズが十分に把握されず、それを反映させるような体制が確立されていないためであると考えられる。また、教材や配布資料に関しても、十分にレビューされていないため、これらの教材や資料

の改善も必要である。

- 「ITA 講師の研修実施能力（実施）」については、ITA 講師向けの専門科目に係る研修が不足しているとのことであった。また、学術的な ITA から離れて、実践的な現場である TRA で実地経験を積むことが重要であるため、すべての ITA 講師が TRA で現場感覚を習得できるような対策を講じることが必要である。加えて、税務行政に係る実践的な研修を提供するためにも、各専門分野の税務監査スキルを習得させることが肝要である。
- 「研修事業のフィードバック体制（評価・改善）」に関しては、研修事業の評価が ITA 講師によって十分にされていないという意見があった。これは、ITA 内で評価結果を共有するための十分な機会が与えられていないためであると考えられる。また、研修計画が企業や組織のニーズに必ずしも合致していないところがあるため、このようなニーズに応えられるように、評価結果を的確にフィードバックすることが、今後重要な課題になると考えられる。さらに重要な点は、研修評価をモニタリングするための ITA 講師を配置していないことも、研修評価を妨げる要因となっているとのことであった。このような理由から、タスクフォースのような作業部会を設置することも一案として考えられる。
- 今後のプロジェクト・デザインに向けて、ワークショップでは協議することができなかった現実的な上位目標を検討する。ITA による研修事業（研修コースを特定することも要検討）の改善をプロジェクト目標に置く場合には、上位目標として、3 年後に達成されるべき目標を設定する必要がある。現実的には、「TRA による実務の改善」という程度の目標設定が妥当であろう。また、PDCA サイクルの「計画」「実施」を受けて、「評価」「改善」に当たる評価結果のフィードバックを、どの程度プロジェクト活動に組み込むかについて、留意してプロジェクト・デザインを進める必要がある。

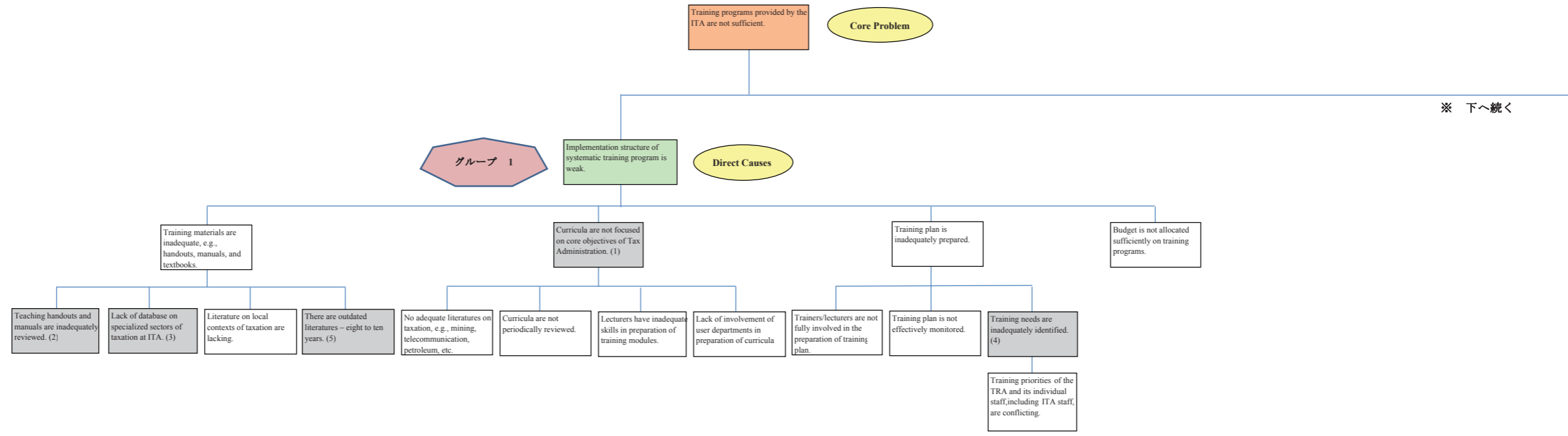
以 上

付属資料 2-1 PCM ワークショップ参加者リスト

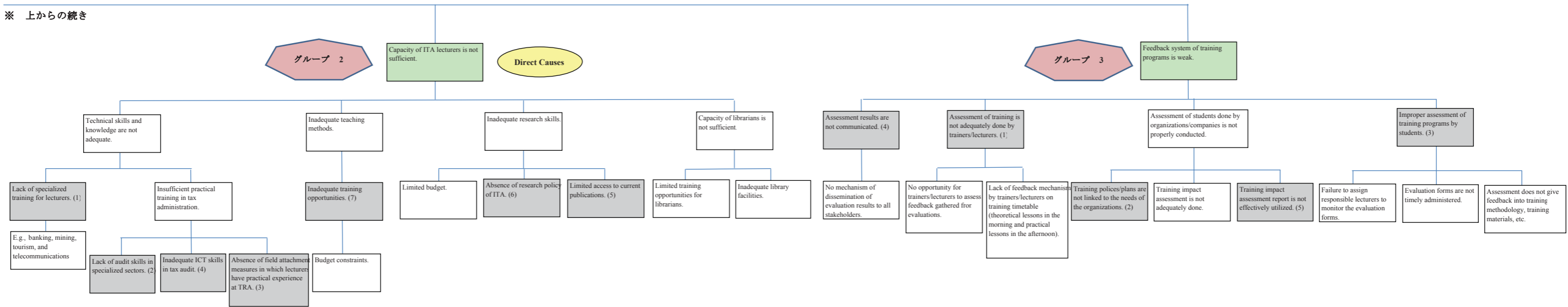
	名 前	性別	所 属	職 位
1	Dr. Patrick Mugoya	男	ITA (TRA)	Principal ITA
2	Yohana Gwarasa	男	TRA	Manager HR-CE
3	Hilda Tegwa	女	TRA	Manager TR&DEVT-HQ
4	Charles Sabuni	男	ITA (TRA)	Ag CADO
5	Cyril Chimilila	男	ITA (TRA)	A/Lect. & HRC
6	Stephen Gama	男	TRA	PMPO
7	Ibrahim Mshighati	男	ITA (TRA)	Librarian (HLS)
8	Aron I. Rishya	男	TRA	PTO, Large Taxpayer Dep't
9	Eustad R. B. Nkunda	男	TRA	STIO-TID
10	Joseph Chikongoye	男	ITA (TRA)	Lecture & PMO
11	Imelda Rwebangira	女	ITA (TRA)	Lecture & Ag. CACO
12	Emmanuel Foya	男	ITA (TRA)	Finance ITA
13	Sophia Mwanonga	女	ITA (TRA)	Lecture & HCTS
14	Emmanuel L. Massewe	男	ITA (TRA)	HSC

略 語 :

ITA: Institute of Tax Administration
 HR-CE: Human Resource-Customs & Excise Department
 TR&DEV-HQ: Training and Development Headquarters
 CADO: Chief Administration Officer
 A/Lect. & HRC: Assistant Lecturer and Head of Research and Consultancy
 PMPO: Planning and Modernization Project Officer
 HLS: Head of Library Services
 PTO: Principal Tax Officer
 STIO-TID: Senior Tax Investigation Officer-Tax Investigation Department
 PMO: Planning and Monitoring Officer
 CACO: Chief Academic Officer
 HCTS: Head Customs and Tax Studies Department
 HSC: Head of Short Courses



※ 上からの続き



注) ワークショップでは、直接原因ごとに3つのグループに分けて議論を進めた。プロジェクトのコンポーネントとして重要と考えられるカードに各グループで優先順位を付けさせた。カード上の (1) ~ (5) は、各グループで付した優先順位である (グループ2のみ (7) まで付した)。

3. ITA の研修事業実績

ITA の研修事業実績

TRAINING PERFORMANCE FOR THE ACADEMIC YEAR ENDING 30TH JUNE 2011

S/N	COURSE	DURATION	TRAINEES				DRD	CED	LTD	TID	SUB TOTAL	SUPPORT DEPTS	ZRB	OTHERS	TOTAL
			Target	Actual											
				F	M	Total									
1	PDGT 5 th Cohort (Regular)	67 wks	60	11	34	45	8	3	0	11	2	0	32	45	
2	PGDT 2 nd Cohort (Executive)	67 wks	25	10	25	35	0	0	0	0	0	0	35	35	
3	BCIM	3 Years	105	38	69	107	1	4	0	5	1	0	101	107	
4	DCIM Year 2	1 Year	30	8	37	45	1	2	0	3	0	0	42	45	
5	DCTM Year 1	34 wks	140	45	123	168	4	6	0	10	0	0	158	168	
6	CCTM	1 Year	105	47	68	115	16	5	1	22	0	0	93	115	
7	CFFPC 7 th intake full time	16 wks	105	52	55	107	0	0	0	0	0	0	107	107	
8	CFFPC 7 th intake Part time	24 wks	70	15	36	51	0	0	0	0	0	0	51	51	
9	CFFPC 8 th intake full time	16 wks	105	45	74	119	0	0	0	0	0	0	119	119	
10	CFFPC 8 th intake Part time	24 wks	70	28	80	108	0	0	0	0	0	0	108	108	
11	CPA	12 wks	20	0	16	16	6	4	1	11	4	0	1	16	
12	New Drivers Licence Training	1 week	165	84	179	263	102	0	0	102	0	0	161	263	
13	Basic Computer Application	2 wks	50	15	5	20	6	6	3	17	3	0	0	20	
14	Advanced Computer Application	2 wks	22	16	3	19	0	0	0	0	19	0	0	19	
15	Basic Course for Assistant Accountants	2 wks	25	6	18	24	0	0	0	0	24	0	0	24	
16	Customs Tariff Classification, Exemptions and Valuation	2 wks	20	7	10	17	0	17	0	17	0	0	0	17	
17	EFD	3 Days	50	44	76	120	104	0	3	115	5	0	0	120	
18	IT Management	1 wk	9	2	12	14	0	0	0	0	14	0	0	14	
19	ITAX Users Training	1 wk	50	4	37	41	40	0	0	40	1	0	0	41	

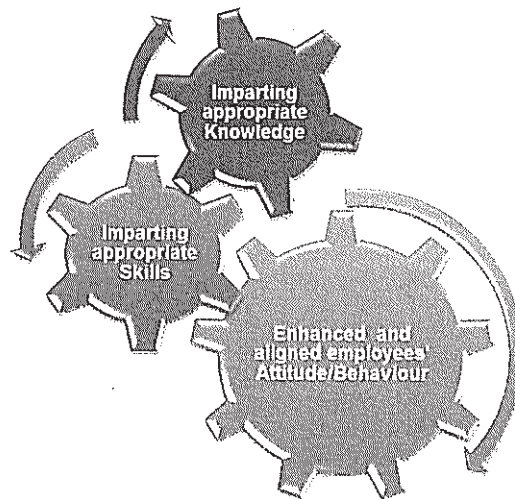
20	Risk Management	1 wk	20	5	11	16	13	0	0	0	0	13	0	3	0	16
21	Leadership and Management Dev.	2 wks	25	5	15	20	5	5	4	1	15	5	5	0	0	20
22	Tax Investigation, Prosecution & Court Procedures	2 wks	20	0	11	11	0	0	0	6	6	5	5	0	0	11
23	Cultural Transformation Programme	3 Days	120	43	43	86	54	10	0	0	64	18	4	0	86	
24	Local Govt. Tax Administration Training	6 wks	25	3	11	14	0	0	0	0	0	0	0	0	14	14
25	CPA Review Programme	12 wks	20	0	15	15	6	4	1	0	11	4	0	0	0	15
26	Cultural Transformation	3 Days	30	2	9	11	3	2	0	0	5	6	0	0	0	11
27	I Tax User Training	1 week	40	8	25	33	32	0	1	0	33	0	0	0	0	33
28	Training on e-filing & registration	1 week	50	11	22	33	33	0	0	0	33	0	0	0	0	33
29	Transfer Pricing	1 week	20	4	13	17	6	0	8	3	17	0	0	0	0	17
30	Objection and Appeals course	1 week	20	5	12	17	17	0	0	0	17	0	0	0	0	17
31	Lead Auditors' course	1 week	5	1	5	6	0	0	0	0	0	6	0	0	0	6
32	Practical Skills in Auditing of Building Contractors, Real Estate Agents and Other Related Fields in Related Business	1 week	20	7	13	20	6	0	10	4	20	0	0	0	0	20
33	Taxation Basic Course	1 week	101	6	95	101	101	0	0	0	101	0	0	0	0	101
34	Customs Basic Course	8 weeks	65	16	46	62	0	62	0	0	62	0	0	0	0	62
35	CPA	12 Wks	20	4	19	23	3	1	0	0	4	3	0	0	16	23
36	LGTA	6 Wks	25	-	-	-	-	-	-	-	-	-	-	-	-	-
37	Culture Transformation	9 Days	180	-	-	-	-	-	-	-	-	-	-	-	-	-
38	Leadership and Mangt. Development	2 wks	25	-	-	-	-	-	-	-	-	-	-	-	-	-
39	EPICOR Training on Commitment Control	1 Week	20	4	16	20	0	0	0	0	0	19	1	0	0	20

40	Training on Auditing/Taxation of Operations of Extractive Sector (Gas and Petroleum; Mining)	2 wks	15	3	11	14	3	10	0	4	0	14
41	Training on Auditing of building contractors	1 Week	20	-	-	-	-	-	-	-	-	-
42	Taxation Basic Course	8wks	30	7	13	20	5	17	0	3	0	20
43	ERM	2 Days	30	3	25	28	0	0	0	0	0	28
	TOTAL this year		2,172	614	1,387	2,001	575	781	139	21	1,060	2,001
	% total this year			30.7	69.3	100	28.7	39	6.95	1.05	53	100
	% total last year				925	100		53.3	6.6	0.5	39.6	100



ISO 9001:2008 CERTIFIED

TRAINING PLAN FOR YEAR 2011/2012



June, 2011.



TRAINING PLAN FOR 2011/2012

1.0. INTRODUCTION.

Tanzania Revenue Authority (TRA) has been implementing number of initiatives as provided by the Authority's Corporate Plan. In order to ensure that the Authority implements strategic training that addresses competence enhancement in strategic areas Training Plan for year 2011/2012 has been prepared in keeping with the third Corporate Plan 2008/09 – 2012/13. Furthermore, the Plan preparation process was carried out within the framework of the Authority Training Policy and Quality Management System.

The Authority acknowledges that staff are the most important asset and that enhanced staff competences, commitment, and ability to change are fundamental to the successful achievement of TRA current and future Strategic Goals and Objectives. Authority Training Policy, November, 2006 clearly states that:-

"TRA recognises that employees are the most important resource and as such it is committed to the training, development, and education of its entire workforce through costs effective programmes so that they gain relevant skills, knowledge and attitude or behaviour necessary to reach their full potential. The Authority believes that in doing so it will be able to produce highly qualified, confident, professional, and competent staff working as an effective and productive team.

This in return will enable effective and efficient delivery of the Authority's Corporate Plan and realisation of its Vision and Mission"

It is our expectation that since this Training Plan has been prepared in keeping with the Authority Corporate Plan, its successful implementation will not only lead to enhancement of staff competences in the identified strategic business areas in our operations but also to instil performance excellence to the Authority operations and consequently quality service delivery to stakeholders.

2.0. OBJECTIVES OF THE TRAINING PLAN.

This training Plan aims at enhancing staff competence that will improve performance and efficiency in Key Results Areas (KRA) as provided by the Authority Corporate Plan. Furthermore, it aims at instilling Core Values and the appropriate business acumen in a planned and cost effective way.

Specifically the Plan aims at:-

- (i) Ensure that training and development strategy supports achievement of Corporate Plan with the respective Goals and Objectives.
- (ii) Enhance staff competences in terms of the right skills mix required to properly undertake and perform competently their current and future responsibilities.
- (iii) Ensure that staff are flexible and adaptable to changes in best practices on Management, Business Processes, Information and Communications Technology, and the appropriate Business Culture.
- (iv) Ensure that a dynamic and continuous learning culture is developed and nurtured for sustainable performance improvement, innovation and creativity.
- (v) Provide opportunities for individual self development, shared learning, personal growth and enhanced employability.

3.0. ALIGNING/LINKING TRAINING PLAN TO CORPORATE PLAN.

The Authority understand that successful achievement of the desired or set performance targets depends much on successful implementation of the Corporate Plan and that Human Resources are pivotal for the same.

Training needs analysis process and the preparation of this Training Plan has been carried out within a framework of training by objective approach. The processes were carried out in liaison with user departments to satisfy the requirements for implementing a customer focussed approach to training and best practices on staff training and development.

For the purpose of aligning the Training Plan to the Authority Corporate Plan the Training Need Analysis (TNA) exercise was carried out with a focus on the identification of training related performance deficiencies on Key Results Areas as derived from Departmental Plans and the Authority Corporate Plan in general. The identified gaps in Skills, Knowledge, and Attitudes that has causal relationships with performance deficiencies were prioritized basing on their impact on successful achievement of the Authority Strategic Objectives. The approach has not only facilitated preparation of a **Strategic Training Plan** but also implementation of training programmes that will lead to enhanced and sustainable performance excellence in keeping with our stakeholders expectations.

4.0. THE PLAN LAYOUT OR FORMAT.

4.1. Training Programmes or Courses, and Costs.

Programmes have been arranged in respective Strategic Themes or Goals of the Authority Corporate Plan as follows:-

Goal Number 1: To Increase Revenue in a Costs Effective way.

Has a total of forty six (46) Courses or programmes with total costs of USD 915,971.00 which equals to 43% of the total budget. The budget set aside USD 55,440.00 which equals to 2% of the total budget as the Commissioner General's Contingency Fund for relevant and useful training to be awarded to the Authority under Fellowship arrangement on costs sharing basis.

Goal Number 2: To Modernise TRA Operations.

Has a total of fourteen (14) Courses or programmes with total costs of USD 374,888.00 which equals to 17% of the total budget.

Goal Number 3: To Provide High Quality and Responsive Customer Services.

Has a total of seven (7) Courses or programmes with total costs of USD 74,371.00 which equals to 3% of the total budget.

Goal Number 4: To Promote Voluntary Tax Compliance.

Has a total of eleven (11) Courses or programmes with total costs of USD 172,432.00 which equals to 8% of the total budget.

Goal Number 5: To Enhance Staff Performance Management System.

Have a total of twenty nine (29) courses or programmes with total costs of USD 619,286.00 which equals to 29% of the total budget.

Goal number 5 includes training with more focus on enhancement of supervisory and managerial leadership at all levels and women empowerment through capacity building.

Course under Goal number 1 to number 4 which have direct relationship with revenue collection are seventy eight (78) with total costs of USD 1,537,663.00 equals to 71% of the total budget.

4.2. Training Venues.

Most of the Training will be conducted in house at the Institute of Tax Administration (ITA) – Dar es Salaam. Training venues have been carefully selected to facilitate the most appropriate and effective learning environment under the circumstances while considering costs effectiveness of the same. Consideration was given on training costs, the need to train more people as opposed to the only few and nature and kind of competences required. For example: - competence enhancement through experience sharing, networking and exposure, and availability of training facilities and equipments.

4.3. Training Providers.

Possible or potential Training Providers have been identified. Apart from training to be run by the Institute of Tax Administration (ITA), Internal Resource Persons, and those awarded to TRA through fellowships, providers for other courses will be selected according to the procurement process.

5.0. TRAINING HOURS NUMBER OF STAFF TO BE TRAINED AND FUNDS.

The Plan provides for an average training hours of 40 for both short and long term training with a planned total number of 1,318 staff to attend different training for the period.

Allocation of Training Funds is based on Government budget allocation and the expected funds from the Development Partners under the Basket Fund arrangement. The total training funds for 2010/2011 Training Plan is budgeted at USD 2,160,196.00 (Government Fund is USD 645,161.00 or Tshs. 1,000,000,000.00 and Basket Fund USD 1,511,788.00 or Tshs. 2,343,271,400.00).

It is anticipated that effective implementation of this Plan will depend on smooth flow of funds from Government and Development Partners. A Summary of budget estimate for each Goal has been shown - **Appendix I**.

FUNDS AVAILABLE

NO	SOURCES OF FUNDS			TZ SHS	USD	% COSTS
1	TRA and Government			1,000,000,000	645,161	30%
2	Basket Fund			2,343,271,400	1,511,788	70%
				3,343,271,400	2,156,949	100%

TRAINING BUDGET FOR 2011 / 2012

NO	GOAL	NO OF PROGRAMMES	PAX	TRAINING HOURS	TRAINING COSTS (TSHS)	TRAINING COSTS (USD)	% COSTS
1	Goal No. 1: To Increase Revenue in Cost Effective Way	46	533	103,830	1,419,755,630	915,971	43%
2	Goal No. 2: To Modernise TRA Operations	14	286	18,660	581,076,550	374,888	17%
3	Goal No. 3: To Provide High Quality and Responsive Customer Services	7	131	5,940	115,275,600	74,371	3%
4	Goal No. 4: To Promote Voluntary Tax Compliance	11	201	6,810	267,270,067	172,432	8%
5	Goal No. 5: To Enhance Staff Performance Management System	29	167	10,020	959,893,100	619,286	29%
	TOTAL	107	1,318	145,260	3,343,270,947	2,156,949	100%

Exchange Rate 1 USD = 1,550 TSHS

Average Training Hours 40

A: STRATEGIC GOAL NO.1: INCREASE REVENUE COLLECTION IN A COST EFFECT WAY

NO	COURSE TITLE	TARGET GROUP	VENUE	DATES	DURATION	NO. OF STAFF	TUITION & CONF.	COST IN USD			TRAINING HOURS	PROVIDER	SOURCE OF FUNDING	PRIMARY OWNER
								UP KEEP	FARE	TOTAL				
1	Theory and Practice of Transfer Pricing.	LTD = 6; TID = 3; DRD = 5	ITA	Oct. 2011	2 weeks	16	36,000	2,693	1,500	40,193	960	To be determined	TRA Fund	LTD
2	Dispute Resolution Mechanisms rulings and appeals.	LTD = 7; BLSL = 1; TID = 3; DRD = 5	ITA	Aug. 2011	1 Week	16	24,000	1,920	1,500	27,420	480	To be determined	Basket Fund	LTD
3	Commonwealth Tax Inspectors course (CTIC)	ATO	UK - London	June. 2011	7 Weeks	1	17,500	2,640	2,000	22,140	210	CATA	Basket Fund	LTD
4	Seminar on International Taxation.	STO	Japan	Aug - Sep 2011	4 Weeks	1	-	1,800	-	1,800	120	JICA	Basket Fund	LTD
5	Tax Treaty	STO/PPTO	Malaysia	3-14 Oct 2011	2 weeks	1	-	924	-	924	60	Malaysia Tax Academy	Basket Fund	LTD
6	Rules of origin and Export Development	Trainers	Arusha	Oct-11	1 Week	1	2250	687	300	3,247	60	ESAMI	Basket Fund	ITA
7	Revenue Management	Manager	Malaysia	14-25 Nov 2011	2 Weeks	1	-	924	-	924	60	Malaysia Tax Academy	Basket Fund	LTD
8	W/shop on Transfer Pricing Dispute Resolution and Avoidance	STO/PPTO	Malaysia	14-18 Nov 2011	1 Week	1	-	462	-	462	30	Malaysia Tax Academy	Basket Fund	LTD
9	Tax Reform	Manager	Malaysia	19-22Sept 2011	1 Week	1	-	462	-	462	30	Malaysia Tax Academy	Basket Fund	LTD
10	Study tour on Mineral Management Services (USA)	STO	USA	Nov. 2011	1 week	2	-	5,040	4,600	9,640	60	Corporate Governance Solutions LLC (USA)	Basket Fund	LTD
11	Commonwealth Tax Inspectors course (CTIC)	SO	UK	July-Dec 2011	7 Weeks	1	17,500	3,080	3,000	23,580	210	CATA	Basket Fund	TID
12	Investigations Management Strategies and Techniques	STO - 15; SLC -2; ITA 1; SIA -1; SIAO 1	Arusha	Mar-12	Two weeks	20	50,000	15,600	2,000	67,600	1200	InterFini Consultants	Basket Fund	TID
13	Tax Analysis and Revenue Forecasting (TARE)	RO	USA	June 26th - July 22nd, 2012	4 weeks	0	-	-	-	-	0	Duke Centre for International Development (DCID)	Basket Fund	RPD
14	Trade Policy Agreements and Regional Integration Negotiations	PROs,ROs, Managers	ITA	Feb - March, 2012	1 week	10	4,600	1,200	-	5,800	300	ESAMI	Basket Fund	RPD
15	International Taxation Training Seminar	SLCs	Maputo - Mozambique	09 - 20 Jan.2012	2 Weeks	1	2,500.00	5,040.00	1,500	9,040	60	Africa Centre for Sustainable Development	Basket Fund	BLSLSD
16	Study Tour - Determination, Measurements of Tax Expenditures and Income Tax Reforms	Officers in RPD, PMPU, DRD,LTD,FD	Mauritius	To be determined	1 Week	5	0	13,860	10,000	23,860	150	Mauritius Revenue Authority	Basket Fund	PMPU
17	Rules of Origin	ACOs	ITA	Sept 2011.	2 weeks	30	3,300	7,800	3,600	14,700	1800	ITA	Basket Fund	CED

NO	COURSE TITLE	TARGET GROUP	VENUE	DATES	DURATION	NO. OF STAFF	COST IN USD				TRAINING HOURS	PROVIDER	SOURCE OF FUNDING	PRIMARY OWNER
							TUITION & CONF.	UP KEEP	FARE	TOTAL				
18	Customs Warehousing Procedures	COs, ACOs, ACO - 15; TIOs - 2; IAs - 3	ITA	Sept. 2011.	1 week	20	2,000	2,400	2,500	6,900	ITA	Basket Fund	CED	
19	ASYCUDA++ Training	ACOs	ITA	Aug - Dec. 2011	1 week	25	500	3,000	3,000	6,500	ASYCUDA Senior Staff	Basket Fund	CED	
20	Petroleum Trading and International Law	OPMU staff	London, UK	Sept 2011- June 2012.	2 weeks	1	4,500	5,040	1,800	11,340	EuroMoney Training, UK	Basket Fund	CED	
21	Customs Oil Clearance Procedure, Oil Tax Accounting and Auditing	OPMU staff - 12; IAD - 1; ITA 1.	ITA	Sept 2011.	2 weeks	15	1,100	3,900	2,000	7,000	ITA	Basket Fund	CED	
22	CG's Contingent Fund	Staff from Different Departments	Various	Various	Various	10	40,000	0	15,440	55,440	Various	Basket Fund	Different Departments	
23	BSc Taxation - 3rd year (on going)	Operational staff	IFM	Sep-11	1 Year	3	3,000	5,787	9,027	17,814	IFM	TRA Fund	DRD	
24	Bsc Taxation -3rd year (on going)	Operational staff	IFM	Sep-11	1 Year	1	0	0	0	-	IFM	TRA Fund	LTD	
25	Basic Customs Course	Assistant Preventive Officers and Preventive Assistants	Police College Moshi	Jan - March 2012.	2 months	45	15,000	28,600	12,800	56,600	Police College Moshi	TRA Fund	CED	
26	Certificate in Customs and Tax Management (New Intake)	Non Graduates Staff	ITA	July 2011 - June 2012	25 Weeks	8	0	28,000	8,000	36,000	ITA	TRA Fund	CED/ITA	
27	Certificate in Customs and Tax Management (2010) - On-going	Non Graduates Staff	ITA	July - Sept 2011	10 Weeks	22	0	30,800	6,600	37,400	ITA	TRA Fund	CED/ITA	
28	Diploma in Customs and Tax Management (2009) - On-going	Non Graduates Staff	ITA	July - Sept. 2011	10 Weeks	3	0	4,200	900	5,100	ITA	TRA Fund	CED/ITA	
29	Diploma in Customs and Tax Management - New	Non Graduates Staff	ITA	Sep-11	25 Weeks	7	0	24,500	2,100	26,600	ITA	TRA Fund	CED/ITA	
30	Diploma in Customs and Tax Management (2010) 2nd Year	Non Graduates Staff	ITA	July 11 - June 2012	40 Weeks	6	0	33,600	1,800	35,400	ITA	TRA Fund	CED/ITA	
31	Bachelor in Customs and Tax Management (NEW Intake)	Operational Staff	ITA	Oct. 2011	3 years (25 Weeks)	8	0	28,000	934	28,934	ITA	TRA Fund	CED/DRD/ITA	
32	Bachelor in Customs and Tax Management (Year 2)	Operational Staff	ITA	Oct-11	3 years (35 Weeks)	5	0	24,500	3,000	27,500	ITA	TRA Fund	CED/DRD/ITA	
33	Masters in New Challenges in Customs Administration.	SCOs, COs, ACOs.	German	August 2011.	18 months	3	0	4,050	1,188	5,238	Munster University	TRA Fund	CED	
34	PGDT 6th Cohort (New Intake)	Graduate Staff	ITA	October 2011.	35 Weeks	8	0	39,200	3,000	42,200	ITA	TRA Fund	DRD/ITA	
35	PGDT 5th Cohort (On Going)	Graduate Staff	ITA	Oct-11	45 Weeks	5	0	31,500	2,400	33,900	ITA	TRA Fund	DRD/ITA	
36	Masters of Revenue Administration	Trainers / Graduate staff	ITA	October 2011.	34 Weeks	4	24,000	19,040	1,200	44,240	ITA/UDSM/MUNSTER	TRA Fund	ITA	
37	PhD programme: On going 1. New Intake 1.	Trainers	OUT/UDSM	July 2011 - June 2012	3yrs	2	4,500	9,000	3,000	16,500	UDSM/OUT	TRA Fund	ITA	
38	Advanced Management Potential (AMP)	PTO	UK	July - Sept. 2011	7 weeks	1	17,500	2,904	2,200	22,604	CATA	Basket Fund	DRD	
39	Seminar on International Taxation (Japan) (Senior Officers)	Managers, ARMs, PTOs, (Senior Officers)	Japan	Aug. - Sept.	4 weeks	1	-	4,620	0	4,620	JICA	TRA Fund	DRD	
40	Seminar on International Taxation (Japan) (Junior Officers)	STOs, TOs	Japan	Aug. - Sept.	4 weeks	1	-	4,200	0	4,200	JICA	Basket Fund	DRD	

NO	COURSE TITLE	TARGET GROUP	VENUE	DATES	DURATION	NO. OF STAFF	COST IN USD			TRAINING HOURS	PROVIDER	SOURCE OF FUNDING	PRIMARY OWNER
							TUITION & CONF.	UP KEEP	FARE				
							TOTAL						
41	Taxation Basic Course	ATOs	ITA	July - Oct.	8 weeks	50	4,000	56,000	4,400	64,400	ITA	TRA Fund	DRD
42	Enforcement, Debt Management & I Tax Return	STOs, TOs, ATOs, TAs	ITA	Jan, 2012	2 weeks	40	1,600	10,400	4,000	16,000	ITA	Basket Fund	DRD
43	Driving Licence	TAs	ITA	Oct. 2011	2 weeks	50	1,600	13,000	4,000	18,600	ITA	Basket Fund	DRD
44	Electronic Fiscal Device	STO, TOs, ATOs, TAs	ITA	Aug. 2011	2 weeks	50	1,600	13,000	4,000	18,600	ITA	Basket Fund	DRD
45	Commonwealth workshop on Taxation of International Transaction (TOI)	STO	Malaysia	Aug - Sept - 2011	3 weeks	1	-	3,150	0	3,150	Malaysia	Basket Fund	DRD
46	Total Tax Person	Recategorized non Operational Graduate Staff	ITA	Nov. 2011	2 weeks	30	1,600	7,800	2,000	11,400	ITA	TRA Fund	DRD
TOTAL							280,150	504,533	131,289	915,971	103,830		

B: STRATEGIC GOAL NO. 2: MODERNISE TRA OPERATIONS

NO	COURSE TITLE	TARGET GROUP	VENUE	DATES	DURATION	NO. OF STAFF	COST IN USD				TRAINING HOURS	PROVIDER	SOURCE OF FUNDING	PRIMARY OWNER
							TUITION & CONF.	UP KEEP	FARE	TOTAL				
1	Audit and security of networks, operating system and Database	IS Auditors	South Africa	Aug-11	1 Week	2	2,000	5,040	1,840	8,880	Institute of Internal Auditors	Basket Fund	IAD	
2	Project Management Training	HRA staff 8; PMPM 4; ICT 4; Legal 4.	Morogoro	Sept	1 Week	20	20,000	14,787	3,000	37,787	To be Determined	Basket Fund	HRAD	
3	Enhancement of ICT for Tax Administration Training	Staff from TID -2; RPD - 3; ICTD -2; PMPU - 2; ITA - 2; IAD - 2; DRD - 3; LTD - 2; CED -2	ITA	July	8 Weeks	20	67,800	25,260	-	93,060	Staffordshire University	Basket Fund	DRP	
4	IT Auditing for non-IT Auditors	Internal Auditors	South Africa	Oct-11	1 Week	2	2,000	5,040	1,840	8,880	Institute of Internal Auditors	Basket Fund	IAD	
5	Epicor 9 Training	Accounting Staff; supplies Officers and Internal Auditor	Soft-Tech	Dec-11	2 Weeks	100	30,000	26,000	12,000	68,000	Soft Tech Consultants	Basket Fund	FD	
6	Epicor 9 Training	RMs and ARMs	ITA	Jan-12	1 Week	48	20,000	5,760	9,600	35,360	Core Team	Basket Fund	FD	
7	E-payment Training	Accounting Staff	DSM	Apr-12	1 Week	30	10,000	7,000	5,000	22,000	Soft Tech Consultants	Basket Fund	FD	
8	Oracle Business Intelligence Edition (OBIEE)	Business Intelligence Developers	USA	Dec-11	1 Week	1	2,000	2,520	2,000	6,520	IT Convergence	Basket Fund	RPD	
9	Foundation of BA and Techniques for Gathering and Document User requirements	Business Analysts	London (England)	Aug 16th - 26th, 2011	1 Week	1	3,940	2,520	1,600	8,060	ESI International	Basket Fund	RPD	
10	Oracle 11g performance Tuning & Oracle database 11g Administration	Business Analysts	Nairobi Kenya	Oct-11	2 Weeks	4	5,000	18,720	2,000	25,720	Institute of Software Technology (IST)	Basket Fund	ICTD	
11	MCTS web Application Devt with Microsoft NET Framework 4.0	Systems Developers	India	Dec-11	4 Weeks	3	6,525	22,680	4,800	34,005	KOENIG SLONS, Delhi	Basket Fund	ICTD	
12	Systems Administrator Orientation Training	Systems Administrators	ITA	Jul-11	2 Weeks	23	1,700	5,980	2,400	10,080	ICT Technical Staff	Basket Fund	ICTD	

NO	COURSE TITLE	TARGET GROUP	VENUE	DATES	DURATION	NO. OF STAFF	COST IN USD				TRAINING HOURS	PROVIDER	SOURCE OF FUNDING	PRIMARY OWNER
							TUITION & CONF.	UP KEEP	FARE	TOTAL				
13	Software Quality assurance and Testing Boot Camp	Systems developers	Kampala	Dec-11	1 Week	2	2,290	4,320	686	7,296	60	Tezza Business solns Kampala	Basket Fund	ICTD
14	ITAX System	ATOs, STOs, TOs, Tas (DRD - 25), Finance Staff -5	ITA	March, 2012	1 week	30	2,640	3,600	3,000	9,240	2700	ITA	Basket Fund	DRD
					TOTAL	286	175,895	149,227	49,766	374,888	18,660			

C: STRATEGIC GOAL NO.3 PROVIDE HIGH QUALITY AND RESPONSIVE CUSTOMER SERVICES

NO	COURSE TITLE	TARGET GROUP	VENUE	DATES	DURATION	NO. OF STAFF	COST IN USD			TRAINING HOURS	PROVIDER	SOURCE OF FUNDING	PRIMARY OWNER
							TUITION & CONF	UP KEEP	FARE				
1	Enhancement Skills to QMs on identification Root Cause of NCRs and Potential NCRs'	QMs	ITA	Jan. 2012	3 days	56	6,000	4,480	10,000	20,480	TRA/ Bureau Veritas	Basket Fund	QC
2	Process Improvement and CAPA	QMs'	Mombasa	Oct.11	1 week	2	2,000	4,752	1,000	7,752	Bureau Veritas	Basket Fund	QC
3	Website Management	TSO	S. Africa	Feb-12	1 Week	1	2,000	2,520	1,000	5,520	To be Determined	Basket Fund	TSED
4	Internal Audit Capability Assurance, ongoing internal quality assessment	Internal Auditors	ITA	Apr-12	1 Week	15	16,700	1,800	-	18,500	Institute of Internal Auditors	Basket Fund	IAD
5	GEMBA Kaizen Champions	PMPU Members, 40 Officers from all Depts	ITA	Intermittent dates from Aug 2011 - May 2012	1 Week	50	2,000	6,000	5,000	13,000	PMPU Staff	Basket Fund	MPMU
6	The new Dispensation's and Segments for PR Practitioners	PPRO/PRO	Arusha	May 12	2 Weeks	2	3,000	3,019	500	6,519	CIMT	Basket Fund	TSED
7	Desk TOP Publishing and Graphic designing	TSED Staff	ITA	Nov/Dec 11	1 Week	5	1,500	600	500	2,600	Outsourced	Basket Fund	TSED
						TOTAL	33,200	23,171	18,000	74,371			

D: STRATEGIC GOAL NO.4: PROMOTE VOLUNTARY TAX COMPLIANCE

NO	COURSE TITLE	TARGET GROUP	VENUE	DATES	DURATION	NO. OF STAFF	COST IN USD				TRAINING HOURS	PROVIDER	SOURCE OF FUNDING	PRIMARY OWNER
							TUITION & CONF.	UP KEEP	FARE	TOTAL				
1	Risk Management Assessment and Profiling	Customs Officers	ITA	April 2012.	1 week	10	13,843	1,200	1,000	16,043	300	External Providers	TRA Fund	CED
2	Valuation Classification for CFAs	CFAs	ITA	Sept 2011 - April 2012	1 Week	100	2,000	0	0	2,000	3000	ITA Trainers / Master Trainers	Basket Fund	CED
3	Intelligence Analysis Training for EA Customs project	APOs, PO	ITA	Sep-11	2 Weeks	20	2,000	5,200	2,000	9,200	1200	TRA Master Trainers	Basket Fund	CED
4	Advanced Course on Decryption and Encryption	TIO	USA	Feb-12	2 Weeks	4	20,000	22,176	12,000	54,176	240	AccessData	Basket Fund	TID
5	International Commercial Arbitration and Mediation	Manager	Kampala Uganda	27 March-07 Apr. 2012	2 Weeks	1	2,500.00	5,544.00	600.00	8,644	60	Africa Centre for Sustainable Development (ACSD)	Basket Fund	BLSLD
6	Crime Investigation Evidence Compilation & Presentation	PLCs	Nelspruit - South Africa	13 - 24 Feb. 2012	2 Weeks	1	2,500.00	5,544.00	1,300	9,344	60	Africa Centre for sustainable Development	Basket Fund	BLSLD
7	International Tax Avoidance and Evasion	STO/PTO	Malaysia	5-9 Dec 2011	1 Week	1	0	462	0	462	30	Malaysia Tax Academy	Basket Fund	LTD
8	Auditing Governance, Strategy, Ethics and Risk Management	Internal Auditors	South Africa	Nov-11	1 week	2	2,000	5,040	1900	8,940	60	Institute Of Internal Auditors	Basket Fund	IAD
9	Enterprisewide Risk Management Training	MPMU Members	Nairobi	To be determined	1 week	2	5,000	4,752	1100	10,852	60	To be Determined	Basket Fund	MPMU
10	Enterprisewide Risk Management Training	Managers, Senior Officers	Morogoro	10 - 14 October 2011	1 Week	40	10,000	27,871	10,000	47,871	1200	To be Determined	Basket Fund	MPMU
11	Income Tax Hand Book	ATOs	ITA	Sept. 2011	1 week	20	500	2,400	2,000	4,900	600	ITA	Basket Fund	DRD
						TOTAL	201	60,343	80,189	31,900	172,432	6,810		

3: STRATEGIC GOAL NO.5: ENHANCE STAFF PERFORMANCE MANAGEMENT SYSTEM

NO	COURSE TITLE	TARGET GROUP	VENUE	DATES	DURATION	NO. OF STAFF	COST IN USD			TOTAL	TRAINING HOURS	PROVIDER	SOURCE OF FUNDING	PRIMARY OWNER
							TUITION & CONF.	UP KEEP	FARE					
1	Leadership and Management Development Course.	POs, SOs and Officers from different Departments	ITA / ESAMI	Various	2 Weeks	50	51,000	60,200	19,400	130,600	3000	Basket Fund	HRAD	
2	Leadership	CLT	London	07 - 18, Nov.211	3 Weeks	1	5,500	10,080	6,000	21,580	60	Basket Fund	LTD/DRD	
3	Examiners (CFE) Continued Professional Education (CPE)	Holders of CFE Certificates	USA	July 2011 - June 2012	1 Week	4	8,000	11,088	12,000	31,088	240	TRA	TID	
4	Tools and Techniques of Internal Audit	New- Internal Auditors	South Africa	Feb - March, 2012	1 Week	3	3,000	7,560	2,750	13,310	180	Basket Fund	IAD	
5	CIA/CISA Examination fees and training	Internal Auditors	DSM	Continuous	Continuou s	4	5,400	-	-	5,400	240	TRA	IAD	
6	Financial Management and Budgeting	RA's -2; Manager Budgeting	South Africa	18-29-July 2011	2 Weeks	0	-	-	-	23,034	0	Basket Fund	FD	
7	International Public Sector Accounting Standards Workshop	DDAO	London	17 - 21 Oct 11	1 Week	1	3,960	3,140	1,500	8,600	60	Basket Fund	FD	
8	Financial Management of Donor Funded Projects	TMP-Acct,	South Africa	15 Aug to 9 Sept 11	4 Weeks	1	2,800	10,080	1,200	14,080	60	Basket Fund	FD	
9	Professional Review	Semi Professional	ITA	July- Nov 2011 & Feb- May'12	3 Months	20	23,000	31,700	2,000	56,700	1200	TRA	FD/HRAD	
10	Leading Executive Program (LEP)	DDICT	South Africa	Oct-11	5 Days	1	5,600	2,800	1,500	9,900	60	Basket Fund	ICTD	
11	Training to Enhance Skills on Analyzing Revenue Flash Reports	Data Mgt Officers from Dept, 43	ITA	15 - 26 Aug 2011	1 Weeks		23,320	7,800	4,300	35,420	0	Basket Fund	MPMU	
12	Seminar Based on Continuing professional Education (CPE)	All Professional Staff	Various Centres	July 2011 - June 2012	3 Days	30	20,000	10,684	12,000	42,684	1800	TRA	HRAD / FD	

NO	COURSE TITLE	TARGET GROUP	VENUE	DATES	DURATION	NO. OF STAFF	COST IN USD			TRAINING HOURS	PROVIDER	SOURCE OF FUNDING	PRIMARY OWNER
							TUITION & CONF.	UP KEEP	FARE				
							TOTAL						
13	Senior Executive Certificate in Institutional Integrity Mgt	AMIA (E)	Hong Kong	Mar-11	2 Weeks	1	1,750	5,544	2,500	9,794	Hong Kong University	Basket Fund	IAS
14	Preparation for International CFE Examination	SIAO	South Africa	Mar-12	1 Week	1	2,000	2,520	1,500	6,020	University of Pretoria	Basket Fund	IAS
15	Capacity Building for Master Trainers	Customs staff	East Africa and Asia	July 2011 - June 2012	6 weeks	8	-	68,248	-	68,248	JICA	Basket Fund	CED
16	EARAs Training	TRA staff	E. A. Region	July 2011 - June 2012	1 Week	10	5,000	25,620	6,000	36,620	EARAs	Basket Fund	HRAD
17	Psychometric Testing & Recruitment Techniques	PHRO-HRIS	London	Nov - Dec 2011	2 Week	1	6,290	5544	1,800	13,634	RIPA	Basket Fund	HRAD
18	Strategic Human Capital Planning	MTD	London	Sep-11	2 Weeks	1	3200	5,544	1,800	10,544	RIPA	Basket Fund	HRAD
19	Management Devt for Executive Assistants	Secretaries	Kampala	Nov - Dec 2011	1 Weeks	8	17200	18,144	9,600	44,944	IMAC	Basket Fund	HRAD
20	Executive Development Programme	DCG	London	Oct-11	2 Weeks	1	0	7,056	6,000	13,056	RIPA	Basket Fund	HRAD
21	Managing Change (People and Processes)	DCO	Canada	5th - 16th Dec. 2011	2 weeks	1	5,500	5,880	5,000	16,380	Canada	Basket Fund	DRD
22	VIP Driving Course	Drivers	ITA	Dec. 2011	1 week	20	4000	2,400	1,250	7,650	NIT	Basket Fund	HRAD/DRD
23	Workshop on Effective Evaluation of Classroom Learning	Trainers	Morogoro	Jul-11	1 Week	20	4,000	10684	1,000	15,684	DUCE	Basket Fund	ITA
24	Competency Based Learning	Trainers	Netherlands	7-18 Nov 2011	2 weeks	1	7,000	5544	2,000	14,544	MDF	Basket Fund	ITA
25	The Consulting Process	Trainers	Netherlands	17th Oct - 4th Nov	3 weeks	1	0	8316	2,000	10,316	MSM	Basket Fund	ITA
26	International Tax Law	Trainers	Netherlands	12-30 March 2012	3 weeks	1	0	8316	2,000	10,316	MSM	Basket Fund	ITA
27	Effective Tendering Award of Contract and Managing the provider	DDA	London/ S.Africa	July/Aug 2012	2 Weeks	1	4000	5880	2,000	11,880	ESAMI / C. AGENT	Basket Fund	HRAD

NO	COURSE TITLE	TARGET GROUP	VENUE	DATES	DURATION	NO. OF STAFF	COST IN USD				TRAINING HOURS	PROVIDER	SOURCE OF FUNDING	PRIMARY OWNER
							TUITION & CONF.	UP/KEEP	FARE	TOTAL				
28	Hardware and Software Procurement	PPO	Mombasa	Sept / Oct 2011	3 Weeks	1	4400	8316	600	13,316	ESAMI	Basket Fund	HRAD	
29	Leadership Skills for Women Empowerment	Women Staff at Different Levels	Morogoro/ Arusha	To be determined	1 Week	10	12,500	5,342	3,000	20,842	To be determined	Basket Fund	HRAD	
TOTAL							196,520	301,632	98,100	619,286	10,020			

TRAINING UNDER PRIVATE ARRANGEMENTS

NO	COURSE TITLE	TARGET GROUP	VENUE	DATE	DURATION	NUMBER OF STAFF	PROVIDER	PRIMARY OWNER
1	MBA	6 Accts, 1 MLC, 2PMPO, 2CO,6 TO, 3SBA, 3STIO,4HRAO	ESAMI, UDSM, Mzombe, OUT	2011/2012		25	Esami, UDSM, Mzombe, OUT, KIU	FD/DRD/CE/PM PU/ICTD/TID,HR AD
2	LLM	1 PMPO, 3LC	Netherlands	2011/2013		4	Netherlands, AUSTRALIA	PMPU
3	LLB	1PMPO, ALC 1	Mzombe,OUT	2011/2014		1	MU,OUT	PMPU,BLSLD
4	PGD Taxation/Finance	1 Accts	IFM	2011/2015	1 yr	1		FD
5	BA Accounting	1 Acct, ICO	Mzombe/CBE	2011/2016	2yrs	2	Mzomber/CBE	FD/CE
6	MBA Public Policy	1 Act, ICO, ITO, ITO, RO	Grips Japan	2011/2017		6	Japan	FD/CE/LTD/DRD /RPD
7	Bachelor in Public Sector Accounting	1 Asst Act	Mzombe	2011/2018		1	Mzombe	FD
8	MA Fraud and Financial Investigations	ITO, 2 TIO	Australia	2011/2019		3	Charles Stuart Univr. Australia	DRD/TID
9	B Comm	1 Act. Ast.	Inst. of Accountancy Arusha	2011/2020		1	Inst. of Accountancy Arusha	FD
10	Master of Finance	ICO	Pacific University	2011/2021		1	Pacific University	CE
11	Secretarial Course	1 Typist		2011/2022		1		HRA
12	BBA	10 PA	UDSM, IFM, MU, IAA, TIA	2011/2023		10	UDSM, IFM, MU, IAA, TIA	CED
13	ADBA	5 PA,CA	CBE	2011/2024		5	CBE	CED
14	Masters in Customs Management	5	ESAMI,	2011/2025		5	ESAMI,	CED
15	Masters in International Customs Laws and Administration	2CO	UNIV. OF CANBERRA	2011/2026		2	UNIV. OF CANBERRA	CED
16	PHD	1PTSEO, 1RO	OUT, NETHERLANDS	2011/2027		2	OUT, MSM	TSED,RPD
					TOTAL	70		

5. ITA の研修実施予算

ITAの研修実施予算	2009/2010		2010/2011		I
	US\$	Ratio	US\$	Ratio	
Total budget of the Tanzania Revenue Authority (TRA)	115,473,037	100.0%	121,087,312	100.0%	
Total budget of the Institute of Tax Administration (ITA)	2,924,386	2.53%	3,571,410	2.95%	
1. Increase Quantity and Improve Quality of Training Programs	2,010,150	68.74%	1,490,088	41.72%	
2. Promote Research and Consultancy Services	58,526	2.00%	112,026	3.14%	
3. Enhance Marketing of ITA Products	40,446	1.38%	58,125	1.63%	
4. Enhance Staff Performance and Students Welfare	520,190	17.79%	680,000	19.04%	
5. Improve Physical Infrastructure	280,153	9.58%	1,125,292	31.51%	
6. Diversify Sources of Finance	6,510	0.22%	15,620	0.44%	
7. Streamline ITA Position and Organization Structure	4,205	0.14%	45,129	1.26%	
Total collection of the TRA through the income-generating activities by the ITA	341,583	100.0%	784,818	100.0%	
1. Course Fees and Other Collections	341,583	100.00%	784,818	100.00%	
2. Consultation Fees from Private Corporations, etc.		0.00%		0.00%	

Note: The Fiscal Year in Tanzania is from 1st July to 30th June of the next year.
Source: Data from ITA Finance Section, TRA

6. その他収集資料リスト

その他収集資料リスト

- 1 TRA & ITA 組織図
- 2 TAX Revenue Report for June, 2011
- 3 The Revenews (Quarterly Staff Magazine of the Tanzania Revenue Authority), April - June 2011, Volume 4 No. 27
- 4 Tax Administration and Structure in Tanzania, 8th Edition, December 2010
- 5 Taxpayers Guide (2008 Certified)
- 6 Implementation of TRA Data Warehouse
- 7 GEMBA KAIZEN Management System, April 2011
- 8 TRA 関連広報資料 (スワヒリ語版)
- 9 ITAの基礎情報(講師および職員リストなど)
- 10 Projected Admissions in the ITA Programs (Long and Short Courses for Four Years)
- 11 Public Financial Management Reform Program Phase IV (2011/122015/16: Draft Version, Version 2), July 2011

