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MEMORANDUM AND RECOMMENDATION
OF THE
PRESIDENT OF THE
INTERNATIONAL DEVELOPMENT ASSOCIATION
TO THE
EXECUTIVE DIRECTORS
ON A
PROPOSED CREDIT
OF SDR 139.9 MILLION EQUIVALENT
TO THE
UNITED REPUBLIC OF TANZANIA
FOR AN
INTEGRATED ROADS PROJECT

MAY 6, 1990

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CURRENCY EQUIVALENT
(as of March 31, 1990)

Currency Unit = Tanzanian Shilling

TSh 1.0 = US\$0.005
US\$1.0 = TSh 200
US\$1.0 = SDR 0.78
SDR 1.0 = US\$1.29

WEIGHTS AND MEASURES

1 meter (m) = 3.28 feet (ft)
1 kilometer (km) = 0.62 miles (mi)
1 metric ton (tonnes) = 1.02 short tons

GLOSSARY OF ABBREVIATIONS

AfDF	=	African Development Fund
DANIDA	=	Danish International Development Agency
EEC	=	European Economic Community
ERP	=	Economic Recovery Program
FINNIDA	=	Finnish International Development Agency
FRG	=	Federal Republic of Germany
FY	=	Fiscal Year
MCW	=	Ministry of Communications and Works
NORAD	=	Norwegian Agency For Development Cooperation
ODA-UK	=	Overseas Development Administration (U.K.)
PPF	=	Project Preparation Facility
REO	=	Regional Engineer's Office
UNDP	=	United Nations Development Programme
USAID	=	United States Agency for International Development
PPAR	=	Project Performance Audit Report

FISCAL YEAR

July 1 to June 30

TANZANIAINTEGRATED ROADS PROJECTCREDIT AND PROJECT SUMMARY

Borrower: United Republic of Tanzania

Beneficiary: Ministry of Communications and Works, Ministry of Finance, Air Tanzania Corporation, National Transport Corporation, National Institute of Transport, and National Construction Council.

Credit Amount: SDR 139.9 million (US\$180.4 million equivalent)

Terms: Standard, with 40 years maturity

<u>Financing Plan:</u>	<u>US\$ million</u>
IDA	180.4
Danish International Development Agency	57.0
Federal Republic of Germany	32.0
The Government of Italy	91.7
Finnish International Development Agency	48.4
Overseas Development Administration (UK)	13.6
United Nations Development Programme	2.9
Norwegian Agency for Development Cooperation	36.5
European Economic Community	171.0
United States Agency for International Development	32.7
The Government of the Netherlands	18.0
The Government of Switzerland	10.8
United Republic of Ireland	4.8
African Development Fund	45.2
Saudi Fund	11.8
Financing Gap	33.8
Government	<u>80.5</u>
TOTAL	871.1
	=====

Economic Rate of Return: 24%

Staff Appraisal Report: Report No. 8367-TA

Map: IBRD No. 22067

MEMORANDUM AND RECOMMENDATION OF THE PRESIDENT
OF THE INTERNATIONAL DEVELOPMENT ASSOCIATION
TO THE EXECUTIVE DIRECTORS
ON A PROPOSED CREDIT
TO THE UNITED REPUBLIC OF TANZANIA
FOR AN INTEGRATED ROADS PROJECT

1. I submit the following memorandum and recommendation on a proposed Credit to the United Republic of Tanzania for SDR 139.9 million (US\$180.4 million equivalent) for approval. The proposed Credit would be on standard IDA terms, with 40 years maturity, and would assist in financing the restoration of Tanzania's essential road network, and restructure and develop the institutional capacity in the Ministry of Communications and Works (MCW) to properly maintain and administer the road network. The project would be cofinanced by 14 other donors who are contributing US\$576.4 million equivalent to the financing.

2. Background and Strategy. The Economic Recovery Program (ERP) launched by the Government of Tanzania in 1986 has, inter alia, led to a major expansion of the production of agricultural commodities. The higher production of export crops has not, however, been fully translated into export earnings. The basic infrastructure, after nearly one and a half decades of neglect, has deteriorated to a point where less than 15% of the road network is in a passable condition. Road conditions have resulted in high transport costs, two to three-fold increases in travel times and frequent disruptions in transport during wet seasons. The annual direct cost to the economy, in terms of higher transport cost, is of the order of US\$150 million, or about one-third of the country's export earnings. The deterioration of the road network has been caused primarily by: (a) inadequate funding for road maintenance and diversion of scarce funds to lower priority investments; (b) a cumbersome and inefficient institutional structure involving three ministries and over 100 entities in road administration; (c) a highly centralized and bureaucratic procurement and decision-making process which stifles effective management; (d) insufficient public and private sector capacity to undertake road works and equipment management; and (e) substandard technical capacity to keep the road maintenance equipment operational and manage contracts. Efforts to develop trunk road maintenance capacity under the Fourth and Fifth Highway projects (Cr. 507-TA and 876-TA) failed to realize improvements in road conditions, and rehabilitation works under the ongoing Sixth Highway Project (Cr. 1688-TA) has been extremely slow, mainly due to the institutional weakness of MCW and the protracted procurement process caused by outdated and unfocused government regulations.

3. The Government has recognized that a major restructuring of roads administration and rehabilitation of the deteriorated network is necessary if the ERP is to maintain its momentum. At the July 1987 Consultative Group meeting for Tanzania, the Government and donors supporting Tanzania's ERP requested the Bank to assist the Government in carrying out a comprehensive assessment of the sector and in convening a Transport Sector Donors' Conference to present a strategy for improving the road conditions. At the Donors' Conference held in Arusha in December 1987, the following key recommendations were endorsed. For the roads sector: (i) road administration would be reorganized to bring all roads essential to supporting the agricultural sector under MCW; (ii) funding for maintenance of trunk and regional roads would be increased substantially to meet the full maintenance requirements; (iii) MCW operations would be decentralized by providing greater executive authority to its regional offices; (iv) a

substantial part of equipment management would be separated from MCW; and (v) greater participation of the domestic construction industry in road maintenance would be encouraged through expanding the training initiated under Cr. 1688-TA, and by limiting the amount of Government-managed force account activities. For the transport parastatals each entity would: (a) develop a corporate financial strategy to make it financially autonomous; (b) develop an incentive scheme to increase productivity of its workers; and (c) the Board would take greater responsibility in ensuring financial and operational efficiency. This project, along with the Tanzania Port Modernization Project II approved in February 1990, and the proposed Railways Restructuring Project which will be presented next fiscal year, totaling nearly US\$1.3 billion over the next five to seven years, forms an integral part of the comprehensive program discussed and agreed at the December 1987 Transport Sector Donors' Conference.

4. Recognizing the urgency of the situation, the Government took steps to implement the main recommendations endorsed at the 1987 Conference. In the roads sector, the Government has: (i) injected more dynamic leadership into MCW; (ii) significantly increased MCW's road maintenance budget for FY1990; (iii) formulated a road network stabilization program under the proposed project; (iv) approved a major reorganization of roads administration and appointed key staff to the new Regional Engineer's Offices (REOs); (v) approved the interim procurement regulations to be applied to the proposed project which delegate substantial contracting authority to MCW from the Central Tender Board, and drafted terms of reference to carry out a nationwide revision of the procurement regulations; (vi) engaged consultants to formulate a plan to commercialize equipment maintenance and management; (vii) prepared a National Construction Industry Development Strategy which will promote private sector participation in road maintenance; and (viii) approved various contracts which have been pending under the Sixth Highway Project, resulting in satisfactory progress being achieved. Furthermore, to improve the financial discipline and resource mobilization in the transport sector, the Government has (a) approved a financial restructuring proposal for the Tanzania Harbours Authority (which would more than double its annual net contribution to Government revenues); (b) approved tariff increases and route restructuring for Air Tanzania Corporation and is currently reviewing a capital restructuring proposal to make the airline self-financing from FY1992; (c) commissioned a study to review and recommend a strategy to improve the financial and operational efficiency of urban passenger transport; (d) completed a major study on the Tanzania Railways Corporation to restructure its operations and finances; (e) commissioned an urban passenger transport study to improve the cost effectiveness of bus transport in Dar es Salaam; (f) formed a Presidential Committee on Taxation and a Task Force on Road User Charges to improve overall revenue generation, including an action plan to generate further revenues from road users to finance the planned increase in road rehabilitation and maintenance budget; and (g) increased the prices and tax rates on petroleum products (by 60-100%) in February 1990.

5. Project Objectives. The primary objective of the proposed project is to restore Tanzania's trunk and regional road networks and to develop MCW's institutional capacity to properly manage the networks, building on the steps taken by the Government noted in the previous paragraphs. The physical target is to have, by 1996, 60% of trunk roads in good condition from the current 15% and 50% of the regional road network in eleven of the agriculturally most

productive regions in good condition from the current 10%, and to install regular maintenance on 80% of the trunk and 60% of the regional road networks. In particular, the project will assist the Government in developing strong management and technical capacity to maintain the trunk and regional road networks, and transform MCW from a construction-oriented ministry to an administration and management-oriented ministry

6. Rationale for IDA Involvement. IDA's involvement in the project is a logical extension of its role in assisting the Government to carry out its macroeconomic reform. IDA's role includes assistance in reform of sectoral institutions and in removing bottlenecks that have emerged as obstacles to the sustainability of the recovery program. In the roads sector, the Government and the donors have agreed that IDA's main role is to assist the Government to implement the detailed institutional and policy changes agreed at the December 1987 Donors' Conference and to help coordinate donor participation in the project. Furthermore, at the request of the Government, IDA has agreed to station an experienced highway engineer in Tanzania for about three years, to assist in the overall coordination of the project.

7. Project Description. The proposed project would consist of: (a) institutional support to strengthen road management capacity in the country, including strengthening of MCW headquarters and its REOs, development of local contractors and equipment management capacity, training of technicians and expanding the output of engineers from local institutions, and strengthening institutional capacity to manage procurement; (b) civil works including rehabilitation and improvements of about 4,600 km (or 43%) of the trunk road network, rehabilitation of 30 bridges and minor structures along trunk roads, improvement of about 10 vehicular ferry crossings, rehabilitation of about 3,000 km (or 21%) of regional roads in eleven core regions, renovation of offices and workshops, and upgrading office technology and communications; (c) road maintenance support program including establishment and equipping of privately operated plant pools, rehabilitation of existing equipment and establishment of an autonomous MCW plant pool to manage road maintenance equipment, rehabilitation of equipment by contract, road maintenance by contract, hiring of equipment from plant pools, and emergency road works; and (d) management assistance to Air Tanzania Corporation, National Transport Corporation and Dar es Salaam bus companies to implement the financial and corporate restructuring plans.

8. The total cost of the project is estimated at US\$871.1 million, of which US\$652.1 million (75%) is in foreign exchange. A financing gap of US\$33.8 million (4% of total project cost) remains, specifically for rehabilitation and resealing works in the fourth year of the investment program (FY1992/93). It is expected that financing would be found through future donor meetings. Details of the project costs and the financing plan are shown in Schedule A. Procurement methods, amounts involved, and the disbursement schedule are given in Schedule B. A timetable of key project processing events and Bank Group operations in Tanzania are given in Schedules C and D, respectively. A map of the road network in Tanzania, noting the various locations of civil works under the project and the areas selected for the Core Regional Roads Program is attached. The Staff Appraisal Report, No. 8367-TA, is being distributed separately.

9. Agreed Actions. The following main actions were agreed upon with the

Government during negotiations. The conditions of effectiveness: (a) adoption by the Government of the Construction Industry Development Strategy; (b) finalization of the procedures and documentation for the interim procurement regulations; (c) selection of consultants for undertaking the procurement regulations and supply management study; (d) agreement on regulations for establishment of MCW's plant pool, and on bidding documents and the list of prequalified companies for establishment of private plant pools; (e) approval by the Government of the agreed budget estimate for road rehabilitation and maintenance for FY1990/91. The conditions of disbursement for the Second Year (FY1991/92) and the Third Year (FY1992/93) Trunk Road Rehabilitation Programs will be that the Government has allocated the agreed budget for those years and that it has made adequate and timely releases of funds from the previous fiscal year's budget for road rehabilitation and maintenance. Other main agreements reached are: (i) annual physical and budget targets for road maintenance with Government contribution fully covering road maintenance requirements by FY1995/96; (ii) action plan for completing the MCW reorganization; (iii) complete implementation of the revised procurement regulations by December 31, 1993; (iv) joint review of a program to improve the delivery of urban passenger transport services, institutional reorganization and pricing policy by December 31, 1991; and (v) specific aspects affecting the environment to be included in terms of reference for studies and conditions of contract for works, satisfactory to IDA.

10. Justification and Risks. The main justification of the project is that the economic recovery cannot be sustained unless the transport costs are reduced and accessibility to the primary agricultural areas are improved. The economic rate of return (ERR) for the rehabilitation works (83% of project cost) is estimated at about 24%. The success of the project hinges ultimately on MCW's capacity to execute the program. The particular risks include: slow progress on privatization initiatives; failure to effect the agreed procedures to delegate executive authority for contracting goods, works and services; and failure to meet the agreed road budget targets. To guard against these risks experiences learned from past projects have been incorporated into the project design: (i) by undertaking the main institutional and policy changes prior to project effectiveness, including changes in the procurement regulations, appropriation of the agreed road budget for the first year of project implementation, and reorganization of roads administration; (ii) by making the approval of road work contracts financed by IDA conditional on the Government appropriating the agreed annual road budget; (iii) by completing the engineering works for the first two years of the program prior to Board presentation; (iv) by developing closer coordination amongst the Government, donors and IDA; and (v) by stationing in Tanzania an experienced highway engineer from the Bank to assist the Government in coordinating implementation of the project.

11. Recommendation. I am satisfied that the proposed Credit complies with the Articles of Agreement of the International Development Association and recommend that the Executive Directors approve it.

Barber B. Conable
President

Attachments
Washington D.C.
May 6, 1990

UNITED REPUBLIC OF TANZANIA

INTEGRATED ROADS PROJECT

ESTIMATED PROJECT COSTS AND FINANCING PLAN

<u>Estimated Cost:</u>	<u>Local</u>	<u>Foreign</u>	<u>Total</u>
	<u>(US\$ Million)</u>		
Institutional Support	10.6	37.8	48.4
Rehabilitation Program	141.8	436.3	578.1
Maintenance Program	22.8	46.2	69.0
Freight and Passenger Transport	<u>1.1</u>	<u>4.1</u>	<u>5.2</u>
Total Base Cost	176.3	524.4	700.7
Physical Contingencies	19.4	59.6	79.0
Price Contingencies	<u>23.3</u>	<u>68.1</u>	<u>91.4</u>
Subtotal	42.7	127.7	170.4
TOTAL COST <u>a/</u>	219.0	652.1	871.1
	=====	=====	=====

a/ Identifiable taxes and duties amount to US\$20 million equivalent and total project costs, net of taxes and duties, are about US\$851.1 million.

<u>Financing Plan:</u>	<u>Local</u>	<u>Foreign</u>	<u>Total</u>
	<u>(US\$ Million)</u>		
IDA	24.7	155.7	180.4
DANIDA	11.4	45.6	57.0
FRG	0.6	31.4	32.0
ITALY	0.0	91.7	91.7
FINNIDA	9.9	38.5	48.4
ODA	1.8	11.8	13.6
UNDP	0.6	2.3	2.9
NORAD	7.4	29.1	36.5
EEC	37.5	133.5	171.0
USAID	32.3	0.4	32.7
The Netherlands	4.0	14.0	18.0
Switzerland	0.9	9.9	10.8
Ireland	1.8	3.0	4.8
AfDF	2.7	42.5	45.2
SAUDI FUND	0.0	11.8	11.8
Financing Gap	2.9	30.9	33.8
GOVERNMENT	<u>80.5</u>	<u>0.0</u>	<u>80.5</u>
TOTAL	219.0	652.1	871.1
	=====	=====	=====

UNITED REPUBLIC OF TANZANIA
INTEGRATED ROADS PROJECT
PROCUREMENT METHODS AND DISBURSEMENTS

Amounts and Methods of Procurement ^{a/}
(US\$ millions)

<u>Items to be Procured</u>	<u>ICB</u>	<u>LCB</u>	<u>Other</u>	<u>NA</u> ^{b/}	<u>Total Project Cost</u>
Equipment, Spare Parts, Vehicles and Materials	27.1 (27.1)		1.6 (1.6)	0.6	29.3 (28.7)
Equipment Repairs including Spairs	1.3 (1.3)		5.4 (5.4)		6.7 (6.7)
Equipment Hire	11.8 (4.2)		11.8 (4.1)		23.6 (8.3)
Civil and Buildings Works	338.7 (73.2)	59.9 (25.4)	10.0 (8.5)	335.9	744.5 (107.1)
Consultancy Services, Training and Refinancing PPF			39.4 (29.6)	27.6	67.0 (29.6)
Total	378.9 (105.8) =====	59.9 (25.4) =====	68.2 (49.2) =====	364.1 =====	871.1 (180.4) =====

^{a/} Figures in parentheses indicate financing by IDA.
^{b/} Not applicable (includes bilateral donors).

Allocation and Disbursement of IDA Credit

<u>Category</u>	<u>Description</u>	<u>IDA Amount (US\$ Millions)</u>	<u>Percent Financed</u>
1	Trunk road rehabilitation and upgrading:		
	(a) FY1990/91 Program	29.7	100% foreign and 50% local expenditures
	(b) FY1991/92 Program	20.6	
	(c) FY1992/93 Program	19.6	
2	Other roads, bridges, buildings and road maintenance works	37.2	85%
3	Equipment for road contractors	5.7	100% foreign expenditures
4	Equipment, vehicles, spare parts for MCW	8.9	100% foreign and 80% local expenditures
5	Equipment, vehicles, and spare parts for private plant pools	14.1	100% foreign expenditures
6	Equipment hire for road maintenance by REOs	8.3	35%
7	Equipment and ferry repair contracts, including transportation	6.7	100%
8	Consultants' services	24.2	90%
9	Training, seminars, fellowships and workshops	3.9	100%
10	Refunding of PPF Advance	<u>1.5</u>	Amount Due
	TOTAL	180.4	
		=====	

Estimated Disbursement of IDA Credit:

IDA FY:	<u>91</u>	<u>92</u>	<u>93</u>	<u>94</u>	<u>95</u>	<u>96</u>	<u>97</u>	<u>98</u>
Annual	12.9	28.2	34.2	38.4	28.2	21.4	12.0	5.1
Cumulative	12.9	41.1	75.3	113.7	141.9	163.3	175.3	180.4

SCHEDULE C

UNITED REPUBLIC OF TANZANIA

INTEGRATED ROADS PROJECT

TIMETABLE OF KEY PROJECT PROCESSING EVENTS

- (a) Time taken to prepare: 16 months
- (b) Prepared by: MCW, consultants, IDA
- (c) First IDA mission: May 1988
- (d) Appraisal mission departure: June 1989
- (e) Negotiations: April 1990
- (f) Planned date of effectiveness: October 1990
- (g) List of Relevant PPARs (road sector):
- | | |
|-------------------------|------------|
| First Highway Project | - No. 791 |
| Second Highway Project | - No. 4030 |
| Third Highway Project | - No. 4031 |
| Fourth Highway Project | - No. 6483 |
| Fifth Highway Project | - No. 6938 |
| Trucking Sector Project | - No. 7571 |

UNITED REPUBLIC OF TANZANIA
INTEGRATED ROADS PROJECT
STATUS OF BANK GROUP OPERATIONS
A. SUMMARY STATEMENT OF LOANS AND IDA CREDITS
(As of March 31, 1990)

Loan or Credit No.	Fiscal Year	Borrower	Purpose	Bank	Amount in US\$ million (less cancellations)		Closing Date
					IDA	Undis- bursed	
Credits							
54 Credits(s) Closed						714.99	
Of which SECALs, SALs and Program Loans/Credits							
CA0240-TAN	1987	Tanzania	Multi-Sector Rehab. I		46.25	.00	12/31/88
C17410-TAN	1987	Tanzania	Multi-Sector Rehab. I		50.00	.00	12/31/88
CA0241-TAN	1988	Tanzania	Multi-Sector Rehab. I		26.00	.00	12/31/88
Sub-Total					122.25	.00	
C00010-TAN	1978	Tanzania	Cashew Nuts II		24.50	0.42	06/30/89 (R)
C10150-TAN	1980	Tanzania	Grain Storage & Milling		43.00	24.41	12/31/80 (R)
C10500-TAN	1981	Tanzania	Education VII		25.00	2.24	12/31/80 (R)
C12290-TAN	1982	Tanzania	Forestry II		12.00	3.95	12/31/80 (R)
C13700-TAN	1983	Tanzania	Mufindi Pulp & Paper		19.00	3.01	12/31/80 (R)
C13710-TAN	1983	Tanzania	Coal Eng. Credit		6.30	.03	06/30/80 (R)
C14050-TAN	1984	Tanzania	Power IV		35.00	3.02	12/31/80 (R)
C15300-TAN	1985	Tanzania	Ports Rehabilitation		27.00	2.72	06/30/80 (R)
C10040-TAN	1985	Tanzania	Petroleum Sector T.A.		8.00	4.24	06/30/80 (R)
C16070-TAN	1986	Tanzania	Power Rehab./Energy		40.00	9.24	12/31/80 (R)
C16880-TAN	1986	Tanzania	Sixth Hwy. (Rehab.)		50.00	38.77	06/30/82 (R)
C18100-TAN	1987	Tanzania	Telecommunications II		23.00	9.74	06/30/81 (R)
C17411-TAN(S)	1988	Tanzania	Multi-Sector Rehab. I		30.00	4.00	12/31/89 (R)
C18910-TAN	1988	Tanzania	Agr. Exports Rehab. I		30.00	26.83	06/30/86 (R)
C19090-TAN(S)	1989	Tanzania	Ind. & Trade Adjust. Cr.		135.00	83.15	12/31/90 (R)
C19091-TAN(S)	1989	Tanzania	Ind. & Trade Adjust. Cr.		12.50	1.90	04/10/90 (R)
C19700-TAN	1989	Tanzania	Natl. Agr. Liv. Research		8.30	7.10	03/31/97 (R)
C19940-TAN	1989	Tanzania	Agric. Ext.		18.40	16.27	03/31/97 (R)
C20000-TAN	1989	Tanzania	Tree Crops		25.10	24.01	06/30/96 (R)
C19092-TAN(S)	1990	Tanzania	Ind. & Trade Adjust. Cr.		10.30	10.73	12/31/90 (R)
C20050-TAN	1990	Tanzania	Ports Modernization		37.00	37.35	06/30/97 (R)
C20080-TAN	1990	Tanzania	Health & Nutrition		47.00	46.66	06/30/96 (R)
C21100-TAN(S)	1990	Tanzania	Agric. Adjustment Cr.		200.00	194.39	06/30/92 (R)
TOTAL number Credits = 23					866.00	556.25	
Loans							
19 Loans(s) Closed							313.06
All closed for TANZANIA							
TOTAL number Loans = 0							
TOTAL**					313.06	1,580.99	
of which repaid					159.75	32.64	
TOTAL held by Bank & IDA					153.31	1,548.34	
Amount sold					0.00		
of which repaid					0.00		
TOTAL undisbursed							556.25

Notes:

- * Not yet effective
- ** Total Approved; Repayments and outstanding balance represent both active and inactive Loans and Credits.
- (R) Indicates formerly revised Closing Date.
- (S) Indicates SAL/SECAL Loans or Credits.

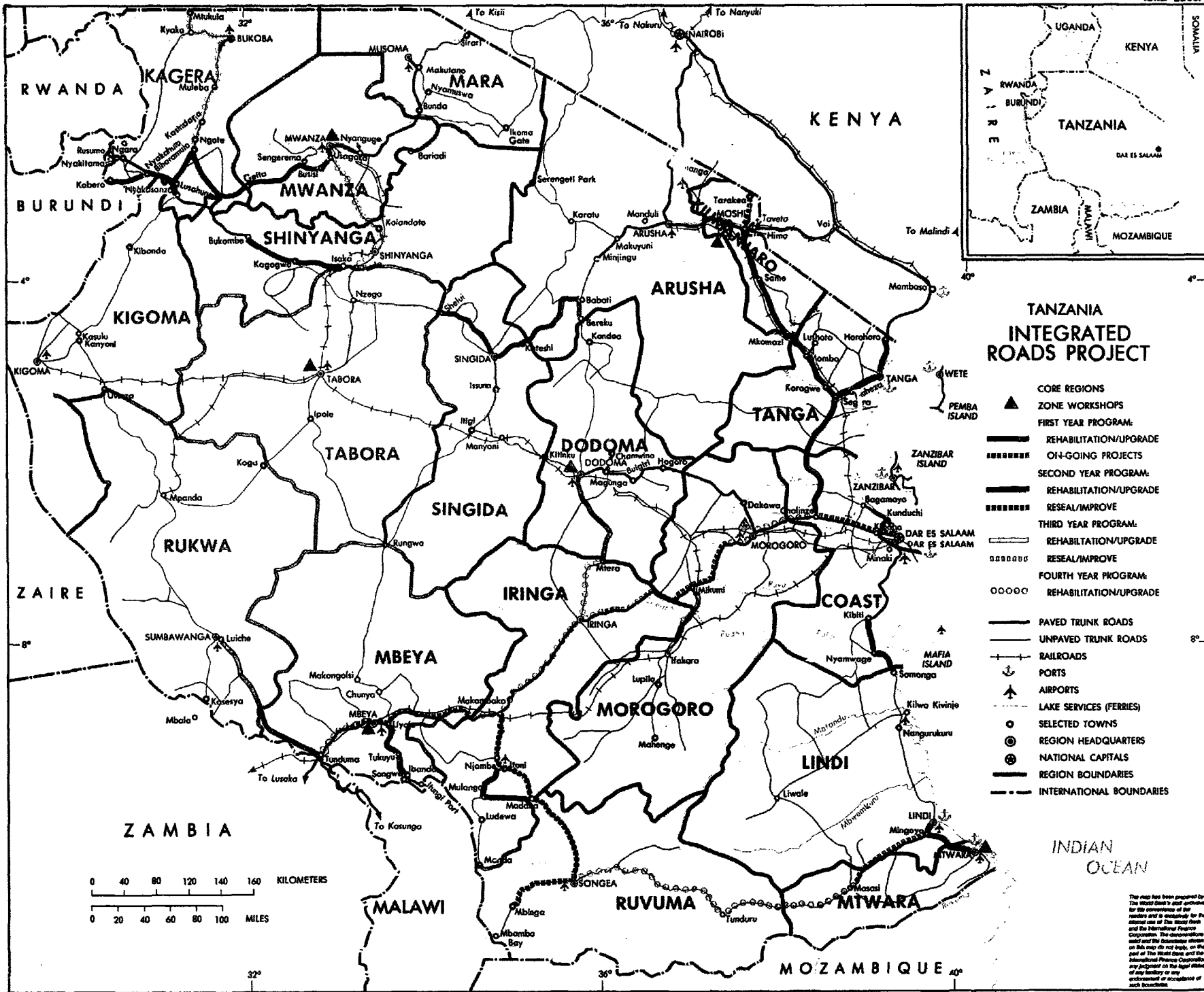
The Net Approved and Bank repayments are historical values, all others are market value.

The Signing, Effective, and Closing dates are based upon the Loan Department official data and are not taken from the Task Budget file.

UNITED REPUBLIC OF TANZANIA

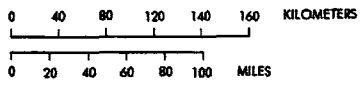
B. STATEMENT OF IFC INVESTMENTS
(As of March 31, 1990)

<u>Investment Number</u>	<u>FY</u>	<u>Obligor</u>	<u>Type of Business</u>	<u>Loan</u>	<u>Equity</u>	<u>Total</u>
744-TA	1985	Amboni Ltd.	General Mfg.	5.6	0.0	5.6
410-TA	1978	Highland Soap	General Mfg.	1.3	0.4	1.7
25-TA	1960/64	Kilombero Sugar	Food/Food Proc.	4.0	0.7	4.7
460-TA	1979	Metal Products Ltd.	Household Uten.	1.3	0.2	1.5
1159-TA	1990	TASCO Sisal	Agri.Business	<u>2.0</u>	<u>0.0</u>	<u>2.0</u>
Total Gross Commitments				14.2	1.3	15.5
Less: Cancellations, terminations, exchange adjustments, repayments write-offs, and sales				9.0	1.3	10.3
Total commitments held by IFC				5.2	0.0	5.2
Total Undisbursed				2.0	0.0	2.0
Total Disbursed				3.2	0.0	3.2



TANZANIA INTEGRATED ROADS PROJECT

- ▲ CORE REGIONS
- ▲ ZONE WORKSHOPS
- FIRST YEAR PROGRAM:
 - REHABILITATION/UPGRADE
 - ▬ OIL-GOING PROJECTS
- SECOND YEAR PROGRAM:
 - REHABILITATION/UPGRADE
 - ▬ RESEAL/IMPROVE
- THIRD YEAR PROGRAM:
 - REHABILITATION/UPGRADE
 - ▬ RESEAL/IMPROVE
- FOURTH YEAR PROGRAM:
 - ○ ○ ○ ○ REHABILITATION/UPGRADE
- PAVED TRUNK ROADS
- UNPAVED TRUNK ROADS
- RAILROADS
- ⚓ PORTS
- ✈ AIRPORTS
- LAKE SERVICES (FERRIES)
- SELECTED TOWNS
- ⊙ REGION HEADQUARTERS
- ⊙ NATIONAL CAPITALS
- REGION BOUNDARIES
- - - INTERNATIONAL BOUNDARIES



INDIAN OCEAN

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