

# **OPEN UNIVERSITY OF TANZANIA**



## **POLICY AND OPERATIONAL PROCEDURES**

**FOR**

**IN-HOUSE AND LOCAL EXPERTISE SUPPORT SCHEME**

**AS APPROVED BY THE 48<sup>TH</sup> OUT COUNCIL**

**JUNE 2005**

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## **POLICY AND OPERATIONAL PROCEDURES FOR IN-HOUSE AND LOCAL EXPERTISE SUPPORT**

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### **1. SCOPE**

The Open University of Tanzania is expected to provide academic and professional leadership in the field of high level education delivery in Tanzania. To assume such a role requires that the full potentials of the institution, the expertise and capabilities of all staff (in-house) and other local expertise to be deployed and developed further.

The IN-HOUSE EXPERTISE SUPPORT SCHEME shall contribute towards better OUT staff deployment where necessary, supplemented by LOCAL EXPERTISE deployed from Tanzania but outside the University and shall thus help it to assume its full expected role. A Swahili version of this policy and operational procedures will be produced soon after approval by the OUT Council.

The IN-HOUSE EXPERTISE SCHEME will only be applicable for OUT staff members who are given special assignments or for only a few officers who have to work beyond the normal call of duty on a regular basis or when deployed for a specified period only.

Permission to propose a contract for any staff member must be sought from the REGISTRAR. The vote holder will fill a form attached as Appendix 1 to request permission to give a contract to a staff member and submit to the registrar for preliminary approval. Terms of references for regular work and for the extra work must be clearly outlined. Where necessary, reasons for extended stay of the officer will also have to be provided prior to implementation. Based on performance and potential undue proliferation of costs, the OUT Management reserves the right to adjust contracts or cancel it. After initial acceptance, the contract must be subsequently approved by the REGISTRAR.

The IN-HOUSE AND LOCAL EXPERTISE SUPPORT SCHEME will facilitate:

- (a) Deployment of short-term or of full-time visiting staff/consultants to contribute to teaching of Undergraduate (UG) and Postgraduate (PG) courses, continuing education including varieties of short demand driven courses and research and development activities.
- (b) as under (a) when deployed on part-time basis.
- (c) Deployment of specialized know-how e.g. in educational and general planning, general and management, use of ICTs, improved maintenance, review of facilities, or procedures and processes etc.

- (d) Deployment of know-how and skills for special works to be performed in support and complimentary to the above kinds of expertise, e.g. preparation of study materials, repair and service works review of publications, part-time lecturing and tutoring. etc.,
- (e) Contractual employment (for periods lasting longer than one month) and provision of complementary support to the above kinds of expertise.
- (f) Contractual employment (for periods longer than one month) of supporting technical and administrative staff for special assignments of foreseeable limited duration where either certain work will be completed within such period or a permanent post will be established in the long-term.
- (g) Membership in Task Forces, Committees, Teams, Technical committees, Advisory bodies including any form of special in-house deployment beyond the normal call of duty may also be considered to use this scheme.
- (h) Preparation of special educational materials, technical and scientific reports and documentation for both Open University of Tanzania internal and general public purposes, as characterized in (c) above.
- (i) Offer of in-house or local contracts to carry out a variety of contracted duties related to teaching, research and consultancy or advisory services.
- (j) Offer of in-house or local contracts to undertake special tasks which would otherwise require external expertise/consultants or an extended duration of undertaking them.
- (k) Undertaking of any other special assignments that are outside the standard terms of references of OUT staff.
- (l) Facilitate payment of Responsibility Allowances to special senior cadres of staff as approved by OUT Council from time to time.

## **2. OBJECTIVES**

The IN-HOUSE AND LOCAL EXPERTISE SUPPORT SCHEME will have the following objectives i.e. to:

- (a) Facilitate and mobilize expertise which the University requires to perform

its tasks adequately, but which is not available within the Open University of Tanzania at sustainable rates.

- (b) Promote and mobilize internal expertise which the University requires to perform its tasks adequately, which can be provided by its members of staff, but the deployment of which does not fall under their normal duties.
- (c) Promote and mobilize needed or rare expertise within the University to deliver services and products of national/public interest when not remunerated adequately in comparison to similar experts elsewhere in Tanzania (based on submission of evidence to that effect) and therefore deserving special retention performance-based remuneration packages.
- (d) Minimize or obviate the need to employ local external consultants to undertake special services that can be done by OUT Staff at subsidized rates of remuneration,
- (e) Contribute positively to motivation and retention of Tanzanian staff on the job in order to normally compensate them for the opportunity costs arising from their extended deployment, in form of honoraria and other related statutory benefits.
- (f) Foster contacts and co-operation with local professionals and industrialists in various fields.
- (g) Foster appreciation of each other's capabilities and expertise and the importance of team work.
- (h) Ensure staff deployment will be guided by special contracts that will be approved by the relevant OUT participatory organs (see standard contracts in Appendix 2).

The scheme will in overall terms assist to deploy in-house expertise within and outside the Open University of Tanzania in the long-term.

### **3. POLICY**

The Open University of Tanzania policy on IN-HOUSE AND LOCAL EXPERTISE SCHEME will be guided by the following pillars:

- (a) The scheme shall be a permanent feature at the Open University of Tanzania.
- (b) The funding shall come from self generated income, local public sources, development partners and various, overhead recoveries.

- (c) Development partners or other sponsors may set priorities, additional criteria and guidelines for the use of their respective contributions but these should be within accepted concepts, frameworks and rates. In any case, the rates presented by such funding sources, will be followed by OUT.
- (d) All Open University of Tanzania staff with special assignments will be eligible for the in-house expertise support scheme.
- (e) In principle, the scheme shall only be used on the basis of on the job commitment and performance ensuring that both the deployed staff and the University's needs and interests are reasonably considered including the long-term sustainability.
- (f) Where local expertise is sought from within Tanzania but outside the University due to lack of similar expertise in house, these may in special cases be remunerated at negotiated rates but not above proven market rates. In addition, reasonable proof of transparency and competition will be guaranteed.
- (g) The scheme shall apply in-house and local experts external to OUT to undertake activities within the scope of this scheme only when necessary. Otherwise, priority will be given to OUT staff with special skills.

Senior experts with specific assignments within the Open University of Tanzania will receive an in-house expertise support commensurate to their workload and level of involvement at rates specified in Appendix.4 and as reviewed by Council from time to time.

## **4. PROCEDURES AND RELATED GUIDELINES**

### **4.1 Direct Expenses**

#### *(a) External Expert Fees/Honoraria for in-house experts*

For example for sub-contracted experts. Costs to include direct expenses (travel etc.) of the experts as per approved rates and observing statutory regulations.

#### *(b) Equipment, Books, Tools etc.*

Directly related specialized items only will be provided. Otherwise to be budgeted as expenditure. All items to remain OUT property except personal items like outfits and boots etc.

(c) *Materials*

Materials (consumables) as listed in the attachments to the contract or else within the lumpsum ceiling provided for.

(d) *Supporting Staff*

For example secretarial, technical and auxiliary staff hired within the assignment. Actual deployment and conditions to be specified and quantified in detail. Rates to be applied as specified in Appendix.4. No one will be allowed to have an open-ended contract i.e. duration and maximum deployment. Duties to be specified in the contract.

(e) *Auxiliary Costs and Expenses*

To be specified and quantified in detail. Lumpsum payment might be granted only in special cases for different tasks.

## **4.2 Travel and Transport**

(a) *Open University of Tanzania In-House Projects Assignments.*

Not normally applicable. Where justified a moderate one-time lumpsum might be granted as specified in the contract.

(b) *Travel to and from Places Outside Dar es Salaam.*

Cost of return ticket against evidence. Mileage claim for private car will need special advance approval and will be bound by OUT financial regulations.

(c) *Local Transport During Project/Assignment Period*

On specific request and upon providing evidence of seeking prior permission as provided by OUT transport policy and use of own car for the distances to be covered. A special form for seeking such permission will be circulated by the Registrar. OUT rates will be applicable. Use of a reasonable number of vehicles rather than each expert with one vehicle shall be observed for a team.

(d) *Special Requirements*

For example for extended field survey work against details/evidence on the basis of OUT rates and as per ceiling provided in the contract.

### **4.3. Per Diem**

#### **(a) University In-House Projects/Assignments**

Not normally applicable.

#### **(b) External Projects/Assignments**

Number of days and places to be specified and justified in detail. Off-Campus per diem allowance to be used. For such cases, the Dar es Salaam rate will be the lunch allowance and the specified daily transport allowances if daily returning home. Where staff members are provided with accommodation and lunch, they will be paid a rate of 50% of the allowable per diem only. No lunch or meal allowances or local transport will be paid.

### **4.4 Honoraria/Professional Fees**

#### *(a) Open University of Tanzania Internal Expertise*

##### **(i) General Approach**

Performance of normal institutional duties at no extra costs is to be given priority by all Open University of Tanzania staff, be it in teaching or otherwise. On-the-job commitment and performance shall be an important criteria for approval of any requests under the local expertise support scheme. Deployment of Open University of Tanzania Internal expertise in projects/assignments beyond the normal schedule of duties is regarded in accordance with objectives and scope of the scheme. Honoraria payments will be based on a basic expertise rate for full-time deployment and will be in person-days (assuming one person-day is 8 hours). The funds paid will be only a token appreciation by OUT and should not be taken to be equivalent to a consultancy rate.

The actual time required to carry out a project/performance of an assignment is estimated and the equivalent full-time person-days determined. The honorarium will be then expressed in equivalent full-time person-days multiplied by the rate to be applied.

Given the limited experience in making proper estimates projects/assignments to be carried out, undertakings of longer duration shall be presented in full with global estimates broken down in phases and be detailed for the immediate phase to be carried out. Approval/allocation of funds will be done in phases accordingly, with continuing support depending on satisfactory progress reports and funds availability.

##### **(ii) Basic Expertise Rate**

The basic expertise rate for full time deployment as described under para (i) above is as set in Appendix.4.

The basic expertise rate shall apply for honoraria in projects/assignments including but not limited to the following, provided it is not ones primary duty:

- Research and research related publications where funds allow.
- Special advisory assignments (e.g. Open University of Tanzania statistics, special report) assessment of a vehicle status report, preparation of planning document of the Open University of Tanzania where this is not mainstream work.
- Chairmanship and membership in special task-forces, review teams at the Open University of Tanzania.
- Responsibility for management and coordination of special reviews.
- Supervision of special actions and works.

The basic expertise rate shall apply. However, contracts preferably be worked out on piece meal-work where reliable basic rates have been established for the following.

- Review of publications or editorial work etc.
- Special repair, maintenance and service works.
- Deployment of part-time staff in teaching and tutoring.
- Preparation of study manuals, Review of Study manuals.
- Secretarial services (where contracted directly) per page. Consider pages with Tables and Equations at different rates.

(iii) Overtime (Replacement of Meal allowance):

- OUT staff who work in designated offices that demand that staff member remain behind after office hours will be provided with contracts that are guided by weekly open performance evaluations tied to the matrix of their duties.  
Appendix.3 gives such a sample weekly evaluation matrix for secretarial staff. Such forms must be filled weekly instead of filling them at the end of the month in order to ensure fairness to the staff and to avoid anyone guessing staff performance.

(iv) Study manuals, Textbooks, General Publications



The preparation of educational materials, general technical publications, drafting of standards etc. can be supported under the scheme. The rates are under review by a special committee.

(b) *The Open University of Tanzania External Expertise Rates to be as follows:*

- a. Casual labourers at 50% of minimum (lowest cadre) rates applicable for University staff.
- b. Contracted staff under similar conditions as University staff.
- c. Expertise in similar conditions of employment as for Open University of Tanzania staff to be contracted at equivalent conditions.
- d. Expertise in self-employment, providing own tools and facilities to be contracted at the open market competitive rates based on three hand quotations.
- e. Professional Open University of Tanzania consultants (with all company overhead etc) to be negotiated at market rates for jobs competitively awarded.

(c) *Payment of Honoraria/Expert Fees (Local Experts)*

Payments for job completion and/or reports to be split as follows:

- Following submission of draft report of the assignment, to be paid 50% of total amount due as honoraria or professional fees.
- After successful completion of the report, evaluation and approval by the Commissioning Agency or Council 50% of total honorarium or professional fees.

#### **4.5 Responsibility Allowances**

This will be payable to Senior Administrative staff who are vote holders and cannot be objectively assessed by their immediate supervisors. The list of such qualifying officers will remain very small to ensure the scheme is genuinely performance-based. In the meantime, only two such positions are recommended to benefit by payment of Responsibility and Mileage allowances based on the fuel ceiling of 100 litres of diesel as tabulated in Table 1. The Responsibility allowance provision will cease to apply when responsibility allowances are mainstreamed in the salaries.

**Table.1 Proposed Monthly Remuneration for selected Senior Administrators**

<b>S/NO.</b>	<b>POSITION</b>	<b>MILEAGE*</b>	<b>RESPONSIBILITY**</b>
1.	Secretary to Council	100 Litres	5 person-days
2.	Bursar	100 Litres	5 person-days

\* At prevailing cost of diesel per litre

\*\* Assume 2(two) hours per day for 20 days per month = 5 person-days

## 5. **REVIEW OF RATES**

The in-house and local expertise rates will be reviewed at least once every two years in order to ensure that they are commensurate with the inflation rates as determined by the national economy. These rates were approved by the OUT Council in June, 2005.

**REQUISITION OF PERMISSION TO OFFER A CONTRACT TO AN IN-HOUSE EXPERT (OVERTIME, CONSULTANT OR CONTRACTOR)**

**TO :** The Registrar  
OUT

**FROM :** (Vote Holder): .....

**Name:** .....  
(Only Substantive Persons to Fill)

Name of Staff Member To be Contracted:.....

Position held at OUT:.....

Qualifications :.....

Office/Location Where Deployed:.....

Salary Scale:.....

**A. REASONS FOR OFFERING CONTRACT:**

Please provide justification for offering the contract in bullet form. Explain why can't the work be completed in the normal working hours (where applicable):

- .....
- .....
- .....
- .....

**B: PROPOSED MAXIMUM PAYMENT AS EQUIVALENT PERSON.DAYS (Refer to Appendix 4 for rates)**

\_\_\_\_\_ Persondays (in words \_\_\_\_\_) equivalent to a maximum of Tshs\_\_\_\_\_ ( in words \_\_\_\_\_) per month. The contract will run from\_\_\_\_\_ to\_\_\_\_\_

*{The number of persondays are derived from extra hours (after office hours) of engagement per month divided by 8 hours – the normal work load per day. The scores in Appendix 3 will determine the actual amount to be paid}*

**C. LIST NAMES, POSITIONS AND MAXIMUM IN-HOUSE EXPERTISE OF ALL OTHER STAFF IN YOUR UNIT BY.....(DATE)**

S/No.	Name	Position	Max.Payment Tshs.	Contract Period	Duration (Persondays)
1.	_____	_____	_____	_____	_____
2.	_____	_____	_____	_____	_____
3.	_____	_____	_____	_____	_____
4.	_____	_____	_____	_____	_____
5.	_____	_____	_____	_____	_____

**D. ABILITY OF VOTE HOLDER TO PAY THE IN-HOUSE EXPERTS**

**Expenditure Code (s) ..... Allocation TShs. ....**

**Balance available for payment of experts TShs. ....**

**E. APPROVALS**

**Prepared by\*:**.....  
**(Vote Holder)**                  **Name**                                  **Signature**                                  **Date**

**Approved by\*:**.....  
**DVC (RM)**                          **Name**                                  **Signature**                                  **Date**

**Endorsed by VC\*:**.....  
**(Chairman, Management Committee)**                  **Name**                                  **Signature**                                  **Date**

\* Only substantive Vote holders to approve. Approval by anyone in acting position will not be accepted.

THE OPEN UNIVERSITY OF TANZANIA (OUT)

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STANDARD CONTRACT FOR .....

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1. PREAMBLE

This contract is made between The Open University of Tanzania hereinafter referred to as the **CLIENT** and ..... of the.....P.O Box .....hereinafter referred to as the **CONSULTANT/CONTRACTOR**. Reference to the **two parties** shall be taken to mean the **CLIENT** and the **CONSULTANT/CONTRACTOR**, respectively.

2. TERMS OF REFERENCE (ToRs)\*

The **CLIENT** requests the services of the **CONSULTANT/CONTRACTOR** to carry-out the following tasks to satisfactory completion of OUT management:

2.1 TASKS

*[List in Bullet Form the Tasks to be Undertaken]*

- .....
- .....
- .....

2.2 OUTPUTS

*[List Expected Outputs]*

- .....
- .....

*[You are also free to refer to an Appendix listing Tasks and Outputs]*

**3. CERTIFICATION OF COMPLETION**

3.1 The **CLIENT** shall certify the completion of the assignment (by filling clause 6.0 of the contract) on the basis of satisfactory attainment of all the tasks by **CONSULTANT/CONTRACTOR** as outlined in clause (2.0) of this contract.

3.2 In case of non-completion or poor performance, the **CLIENT** reserves the unequivocal right of retention of a portion of the agreed sum or any outstanding payments due to the **CONSULTANT/CONTRACTOR**.

3.3 In case of any dispute, the **two parties** will attempt to reach an amicable resolution. Failure to this, the **two parties** will resort to the process of arbitration by an independent arbitrator agreeable to both parties.

**4. MODE OF PAYMENT**

4.1 The contract sum based on the ToRs is Tshs. ....(in words.....) detailed in the following Budget summary or in a separate attached sheet.

Budget:

*[Provide Budget Details separating Direct Costs from Honoraria or Professional Fees]*

Note:

- 100% of direct costs may be released upon signing the contract depending on the nature of the assignment. Can also be released in 2 or more installments.
- 50% of the professional fees shall be payable on submission of the draft report.
- The remaining 50 % of the professional fees shall be paid on submission and approval of the final version of the report by the **CLIENT**

4.2 The maximum possible payment per month will be equivalent to ..... (in words.....)  
Person-days as per OUT IN-HOUSE EXPERTISE SCHEME.

4.3 The **CONSULTANT/CONTRACTOR** shall be paid according to the schedule DETAILED IN Appendix No.....or below:

5. ACCEPTANCE

If the conditions and terms stated in clauses (1.0) through (4.0) of this contract are acceptable, please sign and forward the three contract originals to the **CLIENT** for signature and subsequent return of one original to you.

5.1 **CONSULTANT/CONTRACTOR**

I, (**Consultant 's/Contractor's** full names).....,  
hereby agree with the terms of references as specified in sections (1.0) through (4.0) of this contract effective (date).....  
**(Consultant's signature)**... .....**( date)**.....

5.2 **CLIENT\***

I (Client's name)..... hereby  
accept to offer the contract under the terms specified in sections (1.0) through (4.0) of this contract to the **CONSULTANT/CONTRACTOR** listed in section (5.1).  
( Client's signature)..... (date).....  
Title.....

6. **CERTIFICATION OF COMPLETION/PARTIAL COMPLETION**

I certify that the **CONSULTANT/CONTRACTOR** has satisfactorily completed the duties specified in clause No.2 on ..... 200..... and confirm that final payments should be released as per section (4.0) of this contract.

**CLIENT's** signature ..... (date) .....

\*To be signed by substantive vote holders only





MONTHLY ADMINISTRATIVE STAFF PERFORMANCE BASED INCENTIVE FORM (OVERTIME)\*

Date:.....

To:..... 2006

VOTE HOLDER: .....

S/No.	Terms of Reference/ Activities (Will vary according to duties performed by a particular staff and hence Vote Holder will specify)	Monthly Total Time (Overtime in Hours) Spent on Activities each day								
		Vote Holders Assessment: Performance Scores 1 - 5	Mon.	Tue.	Wed.	Thur.	Fri.	Sat.	Sun.	Total
1.	Punctuality									
2.	Word-processing documents/proposals									
3.	Communication with units/consultants									
4.	Receiving visitors/public relations									
5.	Organizing meetings/appointments									
6.	Office Care and Management									
7.	Telephone/Fax matters/e-mail									
8.	Keeping records and retrieval									
9.	Preparation of documents									
10.	Soliciting projects									
	<b>Total</b>									

Staff Name: \_\_\_\_\_ Designation: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

- Note: Concerned staff should fill these in pencil and then submit to the Vote Holder for final evaluation. Where the final score is very different, it is recommended to tell the involved staff reasons for the big deviation.

Weekly incentive =  $\frac{(a)}{(b)} \times (c) = \dots\dots\dots$

Sig. of Vote Holder: \_\_\_\_\_ Date .....

Approved by Registrar : Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Legend:** a = Total actual score (from assessment), b = Maximum possible score = No. of ToR x (5), c = Maximum possible payment as specified in the contract.  
**Scores:** (5) - Best Score, (1) – Lowest score

**Appendix. 4**

**THE OPEN UNIVERSITY OF TANZANIA**

**OUT IN-HOUSE OR LOCAL EXPERTISE RATES  
2004/05**

<b>Classification</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6-7</b>	<b>8-9</b>
<b>ADMINISTRATIVE STAFF</b>							
Office Attendant	Office Att. III, II, I	Sen. Office Att.	Principal Office Att. II & I	-	-	-	-
Clerk Officer	-	Clerk Officer	Higher Clerical Officer	Office Supervisor III & II & I	Office Supervisor (OS)	-	-
Supplies Staff	-	Supplies Asst. Clerk IV, III, II & I	Supplies Officer IV, III, II & I	Sen. Supp. Officer II & I	Principal Chief Supp.	-	-
Secretarial Staff	-	Typist I & II Sec. III	OMASEC IV, III, II & I	-	-	-	-
Admin. Staff (Human Resources Mgt. Officers)	-	-	HRMO II & III	HRMO I, SHRMO II & III	SHRMO I, PHRMO II & III	PHRMO I & CHRMO	-
Accounts Staff	-	Acc. Clerk IV, III, II & I	Acc. Technician III, II I & Princ. Techn. & Accountant IV & III & II	Accountant II & I Sen. Acc. II & III	Sec. Acc. I, Principal. Acc. II & III	Principal Acc. I & Bursar	-
Drivers	-	Driver I & II	Sen. Driver I & III	Head Driver & Transport Officer	-	-	-
Library Assistant	-	Library Assistant III, II & I	Sen. Library Assistant IV, III & II	Sen. Library Assistant I, Princ. Library Assist. III, II & I	-	-	-
Planning Officers	-	-	Plan Officer II & III	Plan Officer I, Sen. Planning Officer II & III	Sen. Plan. Officer I, Princ. Plan Off. II 7 III	Princ. Plan Off. I & CPO	-
Editorial Staff	-	-	Publication Editor (PE) II & III	PE I, SPE II & III	SPE I, PPE II & III	PE I	-

Dean of Students (Students Welfare Officers)	-	-	Asst. Dean of Students II	Asst. DOS I, SA DOS II	SA DOS I & II	Dean of Students	-
Internal Auditing Staff (Internal Auditors)	-	Int. Auditor, Clerk IV, III, II, & I	Int. Auditor Tech. III, II, I, & Int. Auditor IV, III, II	Int. Auditor I & Sen. Int. Auditor II & III	Sen. Int. Auditor I & Princip. Internal Auditor II & III	Princip. Internal Auditor I & Chief Internal Auditor	-
Public Relations Officer	-	-	PRO II & III	PRO I, SPRO II & III	SPRO I, PPRO II, & III	PPRO I	-
<b>TECHNICAL STAFF</b>							
Technicians	-	Techn. IV, III, & II	Sen. Tech. IV, III & II	Sen. Tech. I, & Princ. Tech. III – I	-	-	-
Computer Programmers/System Analysts	-	-	Comp. Prog./Analysts II & III	Com. Prog/Analysts I, Sen. Comp. Prog. II & III	Sen. Com. Prog. I Princ. Com Prog. II & III	Princ. Com. Prog. I	-
Legal Officers	-	-	Legal Officer II & III	LO I, SLO II & III	SLO I, PLO II & III	CLO	-
<b>ACADEMIC STAFF</b>							
Inc. Librarians & Research Fellows	-	-	-	Tut. Asst.	Asst. Lec. + Asst. Res.Fell. + Assist. Lib.	Res. Fellow, Librarian, Lecturer, Sen. Lect, Sen. Librarians, Sec. Res. Fellow	Prof. & Associate Prof.
<b>LOCAL EXPERTISE PER PERSON-DAY</b>							
Research Management	10,800.00	16,300.00	21,600.00	27,000.00	32,500.00	41,600.00	50,000.00
Others Staff Deployment	9,600.00	10,000.00	15,000.00	25,000.00	30,000.00	40,000.00	45,000.00
<b>PER DIEM</b>	As per Statutory Provision For Each Category						
<b>LUNCH ALLOWANCES (PER DAY)</b>	Applies for Special Duty in Dar es Salaam, outside the OUT only (Being away for 6 hours or more)						
	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00