

A REPORT ON THE SURVEY OF THE FUTURE OF MAZIMBU FARM.

POST ANC

A Executive Summary

Due to the recent rapid political changes within South-Africa, the ANC has decided to terminate its various projects outside South Africa, including SOMAFCO and Mazimbu farm at Morogoro, Tanzania. The ANC leadership has started repatriation of its people to South Africa and intends to wind up the on-going enterprises by June, 1992.

A consultancy was commissioned to prepare a phasing out programme and suggest possible options for the future use of the Mazimbu farm post-ANC.

The change over of the management and responsibility of the farm will take place during a time when;

- GOT is not able to support the farm financially;
- SIDA has no commitment to support the farm beyond the transition period; and

- no obvious Tanzanian institution capable to manage the farm has been identified, although a number of GOT ministries and parastatals have shown interest. Should ANC and SIDA quit from Mazimbu Farm abruptly the outcome is highly predictable - immediate collapse of the complex. Thus, a deliberate effort has to be made in the interim to identify the best possible successor, Tanzanian or international, to take over the management of the farm. A

The following-criteria were considered;

1. Genuine and sincere interest in agricultural production and development,
2. Possibility of the farm to operate commercially as a self accounting unit,
3. Interest in the long-term vs short-term benefits of the farm

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4. Ability and willingness to liaise with other agricultural organisations within and outside Tanzania to advance agricultural development,
5. Ability to use the school facilities and the hospital.

I
'ANC
CGIAR
GOT
HIIFA
.ILCA
IgACCAR'
' SADCC
'SIDA
SUA
SOMAFCO

.Abbreviations:

African National Congress South Africa
Consultative Group on International
Agricultural Research
Government of Tanzania
International Institute of Tropical Agriculture
International Livestock Centre for Africa
Prime Minister's Office
South African Centre for Coordinating
Agricultural Research
South African Development Coordinating w
Conference
Swedish International Development Authority
Solomon Mahlangu Freedom College
Sokoine University of Agriculture

Recommendations:

Out of seven options considered, only four merit further discussion. In descending order of merit, the options are; - .

1. Link the complex to CGIAR, two of whose member organisations are based in Africa and could use the heavy investment at SOMAFSCO to promote their activities in the ' SADCC region;

- ILCA might be interested in livestock development under irrigation at SOMAFSCO;

- IITA might conceivably complement ILCA's effort at SOMAFSCO by conducting research at ANC Dakawa under rain-fed conditions. ILCA and IITA are the only organisations in Africa capable of meeting the five criteria listed above. Diplomatic channels should be used to find out if the two research organisations are interested.

2. Link SOMAFSCO (and Dakawa) to SADCC/SACCAR.

Although this option would give SOMAFSCO an international character and a firm financial base, SADCC/SACCAR have not had the impact expected of them since their establishment. These two bodies would need a lot of support from donors and/or ILCA and IITA to manage SOMAFSCO (and Dakawa).

3. If management of SOMAFSCO has to revert to GOT, the best option would be to create a semi-autonomous ' parastatal organisation under POM.

4. The last option left is SUA, which has shown a keen interest to take over SOMAFSCO. Options 3 and 4 would need a lot of technical and financial support from donors and would meet all criteria except the fourth one.

The other three options investigated, but not found feasible are;

- outright sale to private commercial interest

- link SOMAFSCO to Vocational Training Centre (VTC), Kihonda

_ link Mazimbu to one of GOT ministries, namely,

- Agriculture, Livestock Development & Cooperatives '

,_ Science, Technology and Higher Education

- Civil Service

-vDefence

_ Education

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TERMS OF REFERENCE FOR SURVEY OF THE FUTURE AT MAZIMBU FARM; POST ANC.

BACKGROUND

Due to political changes within South Africa, there is a need to prepare facing out of ANC Projects outside South Africa. Mazimbu Farm with its many enterprises have to prepare for its facing out programme. Therefore its of great importance, that a survey will be made to find out all the options possible for a smooth transition of the Mazimbu Farm to a Non-ANC organisation and management.

DUTIES

- 1 Work out suitable options for the use of Mazimbu Farm Post ANC.
2. List and give explanation to all recommended use of the farm in the future.
3. Work out a succession plan.

QUALIFICATIONS

- 1 PhD or MSc in agriculture.
- 2 Extensive experience in Tanzanian Agriculture and its organisation
- 3 Fluent in English. (Written and spoken).

TIME

A total of 3 weeks.

SUMMARY:

A systematic survey was conducted around Morogoro, Kibaha and Dar-es-Salaam to find out the best possible option, out of nine options considered, for the use of Mazimbu Farm post-ANC. Due to the sensitive nature of the exercise, the survey was deliberately limited to those individuals and institutions that had a genuine interest in agricultural development or knew what was at stake at Mazimbu. The outcome of this survey is the recommendation that the best future hope for the Mazimbu farm (and SOMAFCO) is to link the complex to the CGIAR or SADCC/SACCAR systems which have a sound source of funds from various donors. Selling the farm on the open market was ruled out for various reasons, while turning the farm directly to one of the interested GoT ministries would not be advisable. If the Mazimbu farm had to pass on to a Tanzanian organisation, it is suggested that a new organisation similar to Kibaha Education Centre be established, failing which an alternative should be considered.

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A REPORT
ON THE SURVEY OF THE FUTURE OF MAZIMBU FARM
 POST-ANC

ABBREVIATIONS:

ANC
CDC
CGIAR
GoT
IDM
IITA
ILCA
LITI
NIC
NMF
PMO
SACCAR
SADCC
SIDA
SOMACO
SOMAFCO
SUA
VTC
African National Congress
Commonwealth Development Corporation
Consultative Group on International
Agricultural Research
Government of Tanzania
Institute of Development Management, Mzumbe
International Institute for Tropical
Agriculture
International Livestock Centre for Africa
Livestock Training Institute
National Insurance Corporation
.Nelson Mandela Foundation
Prime Minister's Office
South African Centre for Coordinating
Agricultural Research
South African Development Coordinating Centre
Swedish International Development
Solomon Mahlangu Agricultural College
Solomon Mahlangu Freedom College
Sokoine University of Agriculture
Vocational Training Centre

INTRODUCTION

Due to the recent rapid political changes within South Africa, the African National Congress (ANC) has decided to terminate its various projects outside South Africa, including the Solomon Mahlangu Freedom College (SOMAFCO) at Morogoro, Tanzania. The ANC leadership has intimated to various donors and host governments its intention of repatriating its people to South Africa and winding up the on-going enterprises by June 1992.

The Mazimbu Farm Manager has felt an urgent need to prepare a phasing out programme that would facilitate a , smooth change-over of the management of the farm which will hopefully result in an acceptable future utilisation of the facilities at Mazimbu by all the parties concerned, namely the ANQ, Government of Tanzania, (GoT), and the donor, i.e. SIDA. Accordingly this consultancy report was commissioned by the Farm Manager under the auspices of Josef Jonsson, Consulting AB of Sweden, which has provided management consultancy to the farm over the years on behalf of SIDA.

SCOPE OF THE SURVEY

SOMAFCO is comprised of the following:

- 1) Farm proper (i.e. crops, livestock and soil conservation
- 2) Administration block; .
- 3) Schools: kindergarten, primary and secondary;
- 4) Hospital;
- 5) Residential housing;
- 6) Stores;
- 7) Community garage; and
- 8) Carpentry workshop.

The farm-proper is financed solely by SIDA while the other facilities are supported by various other donors, including SIDA to some extent. '

This survey was conducted specifically to suggest the merits and demerits of possible future options for using the farm proper, bearing in mind that whichever option is found most appropriate, the farm cannot be considered in total isolation from the other major components within SOMAFCO, e.g. the administration block, schools and the hospital. It is obvious that after the entire ANC community has been repatriated to South Africa, the farm should be run commercially. Thus, whoever inherits the farm had better have the necessary skills and means to manage it on purely commercial lines.

In conducting the survey the consultant was rather circumspect in deciding which individuals and/or institutions to deal with. It was evident right from the start that there are many interested organisations within

Tanzania that would like to inherit the farm from the ANC. In fact, the scramble for SOMAFCO has been on since mid-1991, and some interested parties have applied to GoT to be allowed to take over SOMAFCO following ANC's departure. The pros and cons for each possible future option will be discussed later on. For now, suffice it to mention that the interviews were limited to the individuals listed at the end of the report for the following reasons:

1) Due to the sensitive nature of this exercise, every effort was made to avoid giving the impression that the farm-proper was up for grabs. It was made clear to each aspiring successor that the survey was merely a preliminary effort by the Farm Manager to gather objective information which he will use to advise higher ANC authorities on how and when the change-over should take place. Final negotiations have yet to take place among ANC, GoT and SIDA. Thus, one was obliged to deal with individuals/institutions whose activities were somehow related to agriculture, since the farm is clearly the most important and highly developed component of SOMAFCO.

2) In cases where it was thought that the organisations aspiring to take over SOMAFCO had nothing to do with agriculture, no attempt was made to interview them. . Morogoro town is rife with rumours that the Institute of Development Management (IDM), Mzumbe, will take over SOMAFCO! Rumour has it too that the Ministry of Defence is also interested in SOMAFCO! It seemed that an interview with IBM would unnecessarily excite them. As for the Ministry of Defence, no interview would have been possible because all military activities and plans are classified. One reliable source suggested that the military brass is mainly interested in the residential houses.

3) It was felt premature to approach private firms to find out if they would be interested in buying the farm, in case high authorities took the option of selling it. It would have been highly embarrassing if enquiries sent to ANC and GoT about selling the farm were linked to the survey. Should the authorities decide to sell the farm, only then would bids be called for from interested parties; and

4) This writer had the permission of each listed interviewee to put his/her name on the list. Whenever information and opinions were given under the condition of anonymity, the individual's name was not listed. The interviewees are highly responsible people, with sound knowledge of what is at stake at SOMAFCO.

NATURE OF THE MAZIMBU FARM PROBLEM

There is no doubt whatsoever that the Mazimbu Farm has the most sophisticated facilities, especially for livestock (dairy and pigs) section of any farm in Tanzania. Over the years funds for the necessary farm inputs, i.e. feeds, fertilizer, drugs, vehicles, farm machinery and spares thereof, etc., have been readily available in hard currency. SIDA provided for farm management consultancy on a regular basis. A substantial soil conservation programme has almost been completed. Management of the dairy unit and the , piggery is currently the best anyone could offer. It could be said with confidence that the limit on milk production from the dairy herd is not due to management but the cows' genetic potential, for which steps have been taken to. improve.

Taking away any of the good things listed above would definitely result in the rapid deterioration of the farm, and this is the essence of the problem with which this report deals. The change-over of management at the Mazimbu farm is being considered at a time when:

- 1) GoT is not in a position to support the farm financially;
- 2) SIDA has no commitment to continue supporting the farm beyond the transition period, after which the necessary inputs might not be available;
- 3) No obvious Tanzanian institution with the necessary expertise in management has been identified; and,
- 4) Tanzanian employees at the farm are highly motivated and relatively more productive now than they;would be under little or no motivation when their terms of service are Changed to those of GoT.

From the foregoing, the outcome of the ANC and SIDA quitting the Mazimbu farm too soon is highly predictable. Thus, a very deliberate effort has to be made in the interim to identify the best possible successor, Tanzanian or international, who has a reasonable chance of not only maintaining what has so far been achieved at the farm, but also make an improvement on it. ,

To identify the right organisation to take over the farm, the following criteria were taken into consideration:

- 1) Genuine and sincere interest in agricultural production and development;

- 2) Probability of the farm being allowed to operate commercially as a self-accounting unit;
- 3) Interest in the long-term vs short-term benefits of the farm; -
- 4) Ability and willingness to liaise with other agricultural organisations within and without Tanzania to advance agricultural development; and,
- h 5) Ability to use the school facilities (hostels, houses, classrooms) and the hospital.

POSSIBLE OPTIONS FOR THE USE OF MAZIMBU FARM POST-ANC

1) Outright sale to private commercial interests. Probably this would have been the most straight-forward option which would relieve ANC, GoT and SIDA of worries about the farm's future use. However, this option is not viable for the following reasons:

- a) It is virtually impossible to find private commercial interests in Tanzania with the necessary capital to pay for the farm whose value is probably several hundred million dollars. '
- b) Organisations such as the British Commonwealth Development Corporation (CDC) and LONRHO would most likely not be interested in the farm because none of its products will be exported to generate foreign currency.
- c) Even if a private buyer were available, it is unlikely that GoT would approve the sale of the farm to private interests unconditionally. ,

2) Give the farm to Sokoine University of Agriculture (SUA)

In fact, the SUA Committee of Deans met early in July, 1991 and unanimously agreed that the university administration should take immediate steps to convey to GoT SUA's interest to acquire SOMAFCO following ANC's departure. Later in the same month a written request was addressed to GoT. The land area (450 ha) currently occupied by \$B%\$3C0lw&alw&u originally belonged to the Agricultural College, Morogoro QQHUAN which was under the Ministry of Agriculture. Years later E, the college was upgraded to the Faculty of Agriculture and : Forestry as part of the University of Dar-es-Salaam; From 1) 7 a a 1985 the GoT upgraded the campus at Morogoro to SUA. ANC I a ' fighters at Mazimbu were given this land area by GoT in 19\$;. for purely non-military use. Today, the SUA management strongly feel that they should be the rightful successors to

the SOMAFCO after ANC's departure, which is an understandable sentiment.

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Briefly, this is how SUA would use :

a) Livestock Farm

The livestock section at the SUA farm is located right at the central operational area of the university garage, carpentry workshop, departments of Animal Science and Production, and Agricultural Engineering and Land Planning. The main road to SUA passes by the livestock buildings, which means that the animals are in constant contact with traffic and people. This state of affairs predisposes the livestock to various contagious and infectious diseases, especially Foot-and-Mouth Disease (FMD). Realising the risk involved in keeping the livestock under such conditions, the university farm management had already planned to transfer the livestock to Lugala, just next to SOMAFCO, where two animal sheds have already been installed.

Upon learning of ANC's departure, the Committee of Deans thought that the University livestock unit could be moved to Mazimbu farm which has an excellent livestock infrastructure and is isolated from the mainstream of traffic and people. Such a move would reduce the risk of frequent disease outbreaks. Given that the Mazimbu farm-already has a large dairy herd (120 animals of all age groups), a goat flock numbering 450 (all age groups), and 1200 pigs (all age groups), how would SUA utilise the Mazimbu farm livestock if they also transferred their livestock to Mazimbu? The answer given was that they would use the Mazimbu livestock for research and training.

Comments:

i:Even if SUA did not have their own animals, certainly they don't need all the livestock at Mazimbu for strictly research and training purposes. ;

itTransferring the SUA livestock to Mazimbu would result in immediate overstocking of the farm and upset the soil conservation programme which has just been completed and requires regular future repairs of eroded areas.

tWith due regard to SUA's farm management, they do not have the necessary expertise to manage such a modern farm as has been established at Mazimbu. SUA has a vast land area which is mostly used for dairy ranching, small (crops) experimental plots and a few acres of irrigation horticulture. It is reasonable to assume that SUA would abandon crop production at Mazimbu if they acquired the farm because for a number of years they have not farmed any crops or pasture and forages.

It would be seen from the foregoing, therefore, that unless there were heavy donor support in terms of funds and personnel, SUA has not got the capability to run the farm.

b) Transfer of Degree Programmes to SOMAFCO

SUA has planned to start more than five new degree programmes by the year 2000 and also expand existing degree programmes to their full capacity. The present teacher:student ratio at SUA is 1:2, which is an extremely inefficient use of qualified faculty members. So far SUA has failed to expand existing programmes and introduce new degree programmes for lack of the necessary infrastructure. At the moment there is an acute shortage of student accommodation at SUA. From September, 1991 more than 260 undergraduate and graduate students would have to live off campus in Morogoro town, where rented accommodations are very expensive and limited. SOMAFCO has adequate and ideal space for student accommodation, classrooms, and residential houses for faculty members. Right now SUA is spending over Tsh.2.mil. a month renting private houses for staff. The proposed new B.Sc. degrees to be started at SOMAFCO are in Wildlife, Beekeeping, and Horticulture, existing ones to be transferred are: Agricultural Engineering and Animal Science.

Comments:

SUA's genuine need for extra space to accommodate faculty and students is understandable. There is no doubt the facilities available at SOMAFCO, i.e. hostels, classrooms and residential houses, would be put to good use by SUA.

Inclusion of B.Sc. Animal Science on the list of programmes to be moved to SOMAFCO is not understandable at all when one takes into account the brand new office, classroom and laboratory space put up by NORAD. If need be, Animal Science students could sleep in hostels at SOMAFCO, commute to SUA for their lectures and laboratory work, which would require reliable transport. The possibility of SUA's department scrambling for SOMAFCO is lurking in the corner.

c) Hospital

Currently SUA has a dispensary on campus which treats minor cases, while complicated cases are referred to the Morogoro Government hospital. Should the university take over SOMAFCO, the good hospital facilities used by the ANC community would very adequately serve the SUA community and people from surrounding villages

d) Carpentry Workshop

The big, modern carpentry workshop could be run by SUA on a commercial basis with a view of generating income for the university. It could also be used by the Department of Wood Utilization, Faculty of Forestry, for teaching purposes.

Conclusion

SUA meets all criteria listed on page 3, except 2) and 3).

-Mismanagement cannot guarantee a commercially run,

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self-accounting farm operation nor the farm's long-term interest.

3) Link Mazimbu Farm to Vocational Training Centre VTC I Kihonda ,
a A new VTC is under the process of being established at Kihonda, with SIDA support. Vocational training is planned in the following areas:

'Carpentry

Masonry

Agro-mechanics

Agriculture

Horticulture

Irrigation.

Forestry

Farm Management

Animal Husbandry

Justification for VTC Kihonda wanting Mazimbu Farm:

Of all the courses listed above, only carpentry, masonry and, to a very limited extent, agro-mechanics have started. GoT (Ministry of Labour) intends to undertake vocational training on a large scale since the Ministry of Agriculture only trains seriously at the certificate and diploma levels which are too academic for primary school leavers. As VTC, Kihonda was started from scratch on a former sisal estate which had no facilities whatsoever, Mazimbu Farm has all the necessary facilities to enable the VTC to start training within a very short time.

The total area available to the VTC is 301 acres only.

For all the listed courses an area measuring 2675 acres is required.

Already SIDA is funding VTC, Kihonda. It is expected that SIDA support would be available for vocational training in agriculture although SIDA does not support agriculture 22E gg. Thus all agricultural-based courses would be run at Mazimbu while the other courses remain at Kihonda.

Comments ' LGvaxgs

itMazimbu complex has an area of 459 ha, which falls far short of the required 2675 acres.

tWhile it is true that Tanzania desperately needs to train its youth in vocational agriculture, the available potential trainers are employed by the Ministry of Agriculture. It is highly unlikely that VTC could recruit the good ones because most Tanzanian agricultural trainers prefer teaching at a higher level (prestige?) and the Ministry of Agriculture would only be willing to release the mediocre staff. In Tanzania, inter-ministerial transfer does not result in higher salary. It is only in parastatals where remuneration is usually higher than in GoT.

tIf SUA, with such a concentration of highly trained manpower, cannot be expected to offer the necessary

management to Mazimbu Farm, the VTC, Kihonda is in a much worse situation. With all due regard, the farm is too sophisticated for training at vocational level. It would probably have to add facilities that would simulate smallholderv farm conditions in rural Tanzania.

1'IIt is unlikely that SIDA would support two VTCs in essentially the same locality, i.e. Kihonda and Mazimbu. It would have to be either VTC, Kihonda or VTC, Mazimbu, but not both.

Conclusion

Given donor support, the idea of VTC meets criteria 1) and 5) only. Without outside management, the Mazimbu farm would collapse under VTC.

4) Give Mazimbu Farm to One of GoT Ministries

As mentioned earlier in this report, the scramble for SOMAFCO has been on since mid-1991. Several GoT ministries would be interested in acquiring the farm for reasons best known to themselves. To name a few:

iAGRICULTURAL LIVESTOCK DEVELOPMENT AND COOPERATIVES.

An anonymous source hinted that this ministry would turn SOMAFCO into a super Livestock Training Institute (LITI) for Diploma courses. LITI, Morogoro would be transferred to SOMAFCO and the facilities there be passed on to neighbouring SUA.

. 1'VSCIENCE, TECHNOLOGY AND HIGHER EDUCATION. This ministry could conceivably wish to acquire SOMAFCO and convert it into a Zonal Science and Technology Centre, Eastern Zone. '

1"CIVIL SERVICE. This ministry falls under the President's Office. It is inconceivable that the Civil Service ministry would wish to take over SOMAFCO directly, but it might be interested in passing it on to its only parastatal organisation, l. e. IDM, Mzumbe. Most people who have heard this rumour have no clue as to what the Ministry of Civil Service or IDM would do with the Mazimbu Farm.

iMINISTRY OF DEFENCE. One source suggested that the military is only interested in the residential housing. Had SOMAFCO been a military camp it is obvious that there would be no other contenders beside the Ministry of Defence.

7'tMINISTRY OF EDUCATION. Because of the schools: They, like IDM, would not know what to do with the farm.

iMINISTRY OF LABOUR. Refer to VTC, Kihonda, above.

Conclusion:

If Mazimbu Farm had to fall under any of the listed ministries, none of which could count on immediate donor support except Labour, i.e. VTC, Kihonda, a rapid collapse of the farm would be the outcome. Typically, most GoT ministries do not entertain self-accounting projects. GoT financial regulations, therefore, demand that all income realised from farm sales is revenue for the Treasury. Thus most GoT institutions have no incentive to raise as much money as they could had they been the users of that revenue; It is therefore reasonable to conclude that the GoT cannot give the necessary subvention required to run the farm. Chances are that no donor would give support to SOMAFCO if it was given to the Ministry of Defence.

5) Convert SOMAFCO to an Independent Parastatal Organisation

During the 1960's the Nordic countries jointly founded the Kibaha Education Centre; which is an independent parastatal organisation under the Prime Minister's Office (PMO) as its parent ministry. SOMAFCO could be converted to an organisation similar to Kibaha with essentially the same functions, i.e. secondary school, hospital and the farm. The facilities at SOMAFCO are by far more developed than those at Kibaha.

Comments;

'When the Kibaha Education Centre was handed over to GoT, its activities immediately deteriorated for lack of adequate funding and incompetent management. The same outcome is likely to befall SOMAFCO. Currently GoT is worse off financially than it was during the 1960's and 1970's. Depending on the duration of the transition period, the arm could generate sufficient funds to run itself, plus a surplus to support the other major components, given the right management and adequate incentives for staff.

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Conclusion

This option, i.e. Parastatal under PMO, is likely to be the most viable. All criteria except 4) are met.

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6) Rename SOMAFCO Solomon Mahlangu Agricultural College and Link it to South African Development Cooperation Centre SADCC - _ \$0 -

When South Africa attains democratic majority government, it is expected to join SADCC and play a highly influential role. Although SOMAFCO will by then be too small for a future South African government to worry about, ANC might wish to perpetuate the name of Solomon Mahlangu for historical reasons. The term "Freedom" is dropped from the name of the future college because whereas SOMAFCO served the struggle for freedom, SOMACO will be a memorial to the person (Solomon Mahlangu) it was named after. Once

the struggle for freedom is over, ANC gt _l. will no longer be crying freedom.

If the SADCC Council of Ministers would accept the principle of SOMAFCO being handed over to them by ANC, it would pass on the management and running of the college to its research wing, namely the South African Centre for Coordinating Agricultural Research (SACCAR) which has its headquarters in Gaborone, Botswana.

Comments

Linking SOMAFCO to SACCAR would have the following advantages:

1I'SOMAFCO would automatically become an international centre of excellence serving ten member countries in east, central and south Africa.

tNowadays most donors emphasize regional cooperation. SOMACO would be in a position to attract much donor support that would ensure its survival and continuity.

tRecruitment for senior positions would be advertised internationally among the member countries. In this respect South Africa would be expected to fill a number of those positions, including the current ANC personnel managing the Mazimbu farm. It would be a disadvantage to South Africa if in future they don't allow their nationals to compete for international positions.

tClose proximity to SUA which would facilitate the running of seminars, workshops, etc. at SOMAFCO using experts at SUA instead of incurring the high expense of flying them in from distant countries.

l'tOn the negative side, it is a matter of record that neither SADCC nor SACCAR have had the impact expected of them. SACCAR in particular has a skeleton staff in Gaborone that has not been able to coordinate any serious effort in agricultural research, in spite of prodding from donors and some of the international agricultural research organisations, e. g. The International Livestock Centre for Africa (ILCA).

Decision-making powers within SADCC/SACCAR are vested in a Council of Ministers representing all member countries. In other words, SADCC/SACCAR have no Board of Directors as such. It would require a committee of specialists in the business at hand to make the desired impact. A committee of politicians cannot decide on important agricultural issues. Besides, when politicians meet, they tend not to accept that some member countries are in a position of advantage over others, so they insist that each country be treated the same.

Conclusion

Due to the slow nature of decision making within SADCC/SACCAR, it would take a long transition period for the Council of Ministers to say YES or NO. Until SACCAR builds up its capacity to coordinate agricultural research, the Centre alone would not know what to do with SOMAFCO. Donors could use their influence to assist SACCAR recruit the necessary management required to run SOMAFCO. Right now it is not easy to determine which of the five criteria are met by SADCC/SACCAR.

7) Establish NELSON MANDELA FOUNDATION gNMFQL Under Whose Influence SOMAFCO Would be Linked to the CGIAR sttem

This option may not be as far-fetched as it appears on its face value. The name of Nelson Mandela generates so much admiration that a foundation in his name could conceivably be set up by the same donors who have given so much support to the ANC. Were such a scenario to become a reality, then NMF would use its influence to link SOMACO to the Consultative Group on International Agricultural Research (CGIAR) system, two of whose member organisations conduct agricultural research and are based in Africa, namely:

1'tThe International Livestock Centre for Africa (ILCA), with headquarters at Addis Ababa; and

1":The International Institute for Tropical Agriculture '(IITA), with headquarters at Kano, Northern Nigeria.

Comments

Linking SOMAFCO to ILCA would result in the following advantages:

1"SOMAFCO would truly become an international centre in the real sense (vs the regional nature under SADCC/SACCAR). ILCA in particular is interested in the SADCC region. During 1990 ILCA opened a "Facilitating Office" in Harare to work closely with SACCAR in the SADCC region. For many years ILCA has longed to have a formal working relationship with Tanzania. Linking ILCA to SOMAFCO would give the organisation a firmer foot-hold in the SADCC/SACCAR region with excellent facilities for conducting livestock research, extension and training under irrigated conditions.

1'tRecruitment for senior positions would not be limited to the member countries, although experts in the region would be at an advantage over others in far-off countries.

tCGIAR members have a wide variety of sources of funds, including the World Bank. Thus SOMAFCO under ILCA's umbrella would be assured sound funding.

tIITA is the right international research organisation that could complement ILCA's effort at SOMAFCO by conducting research at ANC Dakawa under rain-fed conditions.

1"International research organisations are very independent and specific in their mandates. Once such organisations start working in any country, they don't expect undue interference from the host country in executing their programme. As a matter of policy, ILCA deals with

ruminant livestock only. ILCA's philosophy is that the real problem in livestock production in the third world Africa is with ruminants; if one had the necessary inputs, pigs and poultry could be raised anywhere. The piggery unit at Mazimbu farm might present a little problem to ILCA if it felt the existence of the piggery contravened its mandate. However, ILCA could run the piggery on purely commercial lines as a source of income that would support other activities.

Conclusion

ILCA (and IITA) are the only international agricultural research organisations in Africa that are capable of meeting the five criteria.

RECOMMENDATIONS

1) If SOMAFCO (and Dakawa) are intended to contribute to the future agricultural development of the SADCC and other African countries, there is no doubt that linking them to the CGIAR system is the best option.

2) Second best option is to link them to SADCC/SACCAR, with ample assistance from ILCA/IITA and donors.

3) If management of SOMAFCO has to revert to GoT, the best option is to create a semi-autonomous parastatal organisation under PMO. Initially external financial and personnel assistance would be required before Tanzanian nationals would be in a position to run the new complex on their own.

4) If the establishment of a new parastatal under PMO is not acceptable, SUA should be allowed to take over SOMAFCO, but with the same proviso as under 3) above. .

5) If it is accepted that outright sale of SOMAFCO is not possible, then the remaining two options (VTC and GoT ministries) would be disastrous.

PHASING OUT PLAN

As of the time of writing this report, the Mazimbu/Dakawa Settlements Director's standing instructions from the ANC leadership in South Africa is that he should be prepared for the handing over of the two sites around May 1992, by which time all the ANC community will have been repatriated to South Africa, with the exception of a few key personnel who are managing the enterprises. Negotiations among the ANC, GoT and SIDA will take place around April

1992. It is virtually impossible for SOMAFCO to be handed over to whoever will be the next manager within a period of one month after the final negotiations.

Since the entire senior management at Mazimbu is made up of ANC personnel, with input from SIDA in the form of management consultancy, the following succession plan is being suggested:

- 1) The three authorities (ANC, GoT and SIDA) should agree on the best option for the use of Mazimbu farm post-ANC. If international organisations are going to be involved, immediate negotiations among those organisations, GoT and SIDA should follow. SIDA's role would be necessary for continued support of SOMAFCO during the transition period.
- 2) The prospective "owner" of Mazimbu should take prompt action to recruit locally or internationally competent counterparts to understudy the current ANC staff managing the farm. An overlapping period of at least six months would be required for the new managers to be able to take over from the ANC personnel. Inevitably the services of the ANC staff will have to be extended accordingly, while SIDA's role of providing management consultancy should continue until the handing-over is completed. According to this scheme the earliest possible handing-over date would be December, 1992. Given the size of SOMAFCO, a transition period of six months seems to be unrealistically short. This period might have to be extended up to one-and-a-half to two years, in which case ANC and SIDA would have to give their due consideration.
- 3) With immediate effect security in and around SOMAFCO should be stepped up to protect property from pilferage by departing ANC and/or jittery Tanzanian employees: the latter are worried about their future prospects for employment at the farm after the changeover of management.
- 4) Should SOMAFCO go international (CGIAR, or SADCC/SACCAR) the ANC managers should be given the option of leaving after the handing-over or competing for vacant positions with other applicants. The present ANC management can expect to be asked to recommend which of the present Tanzanian support staff should carry on working after the transition period.
- 5) During the transition period stock should be taken of all farm machinery and implements to find out which items need to be replaced, so as to avoid worn-out equipment being handed over to new management.
- 6) Somehow, the local employees should be assured of being lpaid their terminal benefits. Otherwise they will not be in a position to keep on serving Mazimbu loyally to the end. Whatever the case, the final benefits will be paid by the National Insurance Corporation (NIC).

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TERMS OF REFERENCE FOR SURVEY OF THE FUTURE AT MAZIMBU FARM POST-ANC

1. Work out suitable options for the use of Mazimbu Farm post-ANC.
2. List and give explanation to all recommended use of the farm in the future.
3. Work out a succession plan.

LIST OF 'PEOPLE INTERVIEWED

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1. Mr. Tom Zwane, Mazimbu Farm Manager (ANC)
 2. Mr. Robert Lundgren, Livestock and Management Consultant; Josef Jonsson Consulting AB, Valthornsvagen 64, 75650 Uppsala, Sweden '
 3. Ms. Ann Lundgren, Part-time Adviser, Dairy Herd and Goats
 4. Prof. Anselm B. Lwoga, Vicechancellor, Sokoine University of Agriculture, Morogoro
 5. Prof. Peter Msolla, Deputy Vicechancellor, SUA, Morogoro
 6. Prof. Bedda Kessy, Dean, Faculty of Veterinary Science, SUA, Morogoro
 7. Prof. Muze Mgheni, Head, Department of Animal Science and Production, Sua, Morogoro
 8. Dr. William D. Semuguruka, Head/Senior Lecturer, Department of Veterinary Pathology, SUA, Morogoro
 9. Prof. Nicolaus T. Bangu, Dean, Faculty of Agriculture, ' SUA, Morogoro
 10. Mr. Stephens Tikane, in-charge Livestock Section, Mazimbu Farm (ANC)
 11. Mr. Thami G. Sishuba, in-charge Farm Workshop (Agro-mechanics), (ANC)
 12. Mr. Thabo Mofokeng, in-charge, Crops and Soil Conservation, Mazimbu Farm (ANC) . w
 13. Ms. Farida Mussagy, in-charge Day-care Nursery (ANC)
 14. Mr. Lucky Sweeney, Assistant Workshop Manager, Dakawa Farm (ANC)
 15. Mr. A. M. Shekimweri, Principal, Vocational TRAINING Centre, Kihonda, Morogoro
 16. Mr. James Hart, Deputy Director, Tanganyika Christian Refugee Service, Dar-es-Salaam
 17. Dr. R. R. Ntuh/ Registrar, SUA, Morogoro
 18. Father Bernhart, in-charge, Integrated Catholic Community, P.O. Box 768, Morogoro
 19. Mr. Isaac Makopo, Director of Mazimbu/Dakawa Settlements

20. Dr. Barnas Kimario, Ag. RALDO, Morogoro
21. Mrs. Edith Shayo, Regional Extension Officer, Morogoro
22. Mrs. Edina Kimambo, Monitoring & Evaluation Officer,
NARLEP Program, Morogoro
23. Mr. Morgan Manyanga, National Vocation Training
Centre, Dar-es-Salaam
24. Mr. Daniel G. Msuya, Dairy Farm Manager, Kibaha
Education Centre, Kibaha
25. Ms. Birgitta Sevefjord, Programme Officer, Embassy of
Sweden, Development Cooperation Office, Dar-es-Salaam
26. Ms. Bie Granbom, Deputy Head of Development,
Cooperation Office, Embassy of Sweden, Dar-es-Salaam
27. Kent Wickman, Project Officer, Vocational Teacher
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