

CONFIDENTIAL REPORT FROM SPECIAL REPRESENTATIVE OF THE TREASURER-GENERAL
NATHAN MARCUS TO THE TREASURER GENERAL - COMRADE THOMAS NCOBI - 15TH JAN 1982

Nearly two months have elapsed since I have arrived at Mazimbu as your Special representative. In that time I have prepared a financial statement from the records available covering the period January - October 1982. The report attached to the statement clearly indicates that the books and records kept have not been to my satisfaction. The control of finance was sadly lacking. I also made urgent recommendations with a view to reducing the waste which is stronomical. I had in mind to tackle the problems in certain defined areas such as: Stores, Poultry, Piggery, and supplies. And by introducing economies selling of surplus eggs and pigs, re-organising supplies etc the economies of more than two (2) million shillings could be effected in the first year. But in this period of time nothing has been achieved, although decisions to this effect have eventually been accepted. So in the meantime, time passes and I am impatiently waiting for the implementation of decisions.

I have found that with the powers invested in me I cannot really achieve the changes desired. The weakness of the position is that decisions can be arbitrarily suspended - That I am not in a position to see that all decisions and discussions result in being implemented economically. Nor am I in a position to reverse or interfere in the decision making. That decisions are taken without regard to all the implications, economic or political.

In effect the situation is that although I can clearly assess the shortcomings, I am in no position to influence the day to day decision making. Moreover, in aspects such as commercial catering etc in which I have had a fairly extensive experience decisions and discussions have been taken without taking advantage of my particular expertise. Indeed the same attitude is evident in other aspects of accountancy methods etc.

The other aspects of work requiring immediate attention are: Motor Transport, Farm Agriculture etc which I will leave in abeyance until the issues raised as detailed above, have been dealt with. In the meantime, decisions have been

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taken to appoint transport office and to adopt a transport code. These measures will have little bearing on the need to reduce the costs of transport and cannot be seen to be a solution to this urgent problem. Fundamental changes e.g. the manner of allocation of vehicles, increased productivity in the workshop, standardisation of vehicles and organised and planned use of vehicles - These factors could reduce costs. Moreover plans are afoot to set up a separate workshop for the farming agriculture. This can only be regarded with alarm and foreboding. Nothing but ill for the future of maintenance of vehicles can be foreseen. When so much is needed to satisfy urgent questions, it seems incomprehensible that valuable resources should be dissipated in this manner.

On the 3rd January, 1983 lengthy discussions with Comrade Tikly was had in which the following were raised. The Director suggested among other things that:

- a) I should operate from an office and by dint of example and adopting a more 'detached' attitude I would, in time, impress my authority on the complex.
- b) All suggestions and proposals would be submitted for approval and only implemented if thought acceptable (This is the most obvious steps e.g. initiating a system of controlling stores would not be implemented unless approved -(by whom?)
- c) That in time all proposals would be taken up. That the changes in supplies should be implemented slowly. (The reason for this is not obvious).
- d) That all political implications must be considered. (Economy and efficiency (I thought) was an important political objective).
- e) In his view, my experience has not extended to working in political organisations.

The impression I gained is that total lack of direction is rampant.

Nothing can be initiated unless all aspects are considered by a 'Mini-Directorate' whose competence in many areas of work can be questioned. Any initiative or in my case, all my experience in many aspects of daily activity at Mazimbu is valued at nought! And not encouraged at all.

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My point is that obviously matters have deteriorated to the verge of chaos. Precisely because of the obvious lack of experience and knowledge and the reluctance to implement change. Although protests are made to the contrary. I have no authority to act and to resolve many of the present problems, which need positive action and which committees as such cannot generate.

I must add that my impression is that many discussions in committee are held, many resolutions taken and in many areas, but the level of discussion is most uninformed - due to lack of experience in many cases - but eventually the net result remains of NO IMPLEMENTATION.

My visit to Dar became important because of the total disorganisation of the clearance of goods and in addition goods air freighted by us personally and which arrived on the 28th November last is lying at customs in open containers. The only way to get it in Dar is to collect it personally.

NATHAN MARCUS

