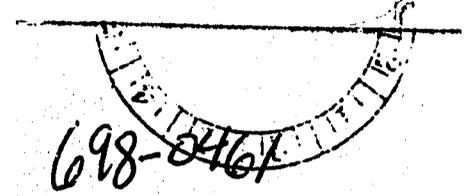




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FINAL REPORT



THE LUNDZI-MPULUZI PIG PRODUCTION PROJECT

SUBMITTED BY

THE NATIONAL COUNCIL OF NEGRO WOMEN

TO

THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

DEPARTMENT OF STATE

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# TABLE OF CONTENT

Page

I. BACKGROUND TO GRANT AND PROJECT CONTEXT . . . . .	1
Circumstances that Gave Rise to the Project . . . . .	1
Essence of the Problem. . . . .	1
Local or Other Resources Available. . . . .	2
II. THE PVO APPROACH . . . . .	3
III. REVIEW AND ANALYSIS OF PROJECT RESULTS . . . . .	4
Specific Outputs Achieved . . . . .	4
Effects on Target Groups. . . . .	5
Impacts on Local Institutions, Local Policy . . . . .	7
Unintended Effects. . . . .	8
IV. MANAGEMENT: REVIEW AND ANALYSIS OF HEADQUARTERS/SUPPORT . . . . .	9
The Staffing Pattern of the Project/Cooperative . . . . .	9
Issues Encountered in the Project's Planning or Design . . . . .	10
V. FINANCIAL REPORT . . . . .	11
VI. LESSONS LEARNED AND LONG-TERM PROJECT IMPLICATIONS . . . . .	12
Project Costs and Benefits. . . . .	13
Sustainability of the Project . . . . .	13
RECOMMENDATIONS . . . . .	16
CONCLUSION . . . . .	20
REFERENCES . . . . .	22

2

## EXECUTIVE SUMMARY

The Lundzi-Mpuluzi Pig Production Project was a collaborative effort between the USAID, the National Council of Negro Women, and the Government of Swaziland (GOS) to develop individual pig operations to increase the incomes of selected rural Swazi women. The target population of the Project was the Lundzi-Mpuluzi area in western Swaziland. This area has historically provided very limited job opportunities for Swazi women.

A major aspect of the Project was the establishment of a piggery, where members were trained on how to raise pigs and where breeding of sows takes place. Another major aspect was the formation of a cooperative society that vests control of the operation in the hands of the target population.

The Project constructed several major buildings, including the piggery (mentioned above), an office complex, a manager's house, a vet officer's house, and a farm shed. The Project also purchased two vehicles, a pick-up and a small lorry, a tractor, a maize sheller, and a feed mixer-grinder.

The major purposes of the Project included increasing the incomes of 75 families by over E400 over a three year period, the development of a model for increasing incomes, and the establishment of a system for continuous review and replanning. Individual producers were trained how to construct pig pens, and how to produce pigs. A cooperative society was organized in the

target area. The Office of the Commissioner for Cooperative Development trained the manager and secretary and the newly-formed committee of the cooperative society.

Due to serious delays, however, in developing the water system, in constructing the piggery and the lagoon, the office and the farm shed, the original implementation plan for the Project was seriously delayed. Instead of reaching 75 families by the end of the Project, only 28 families were reached and only 58 sows were placed with producers.

Individual producers, however, appear to have done their part and actually exceed the number of pigs per litter sold that was estimated by experts who evaluated the Project during its initial stages. Some producers exceeded the income level of E400, even though the number of litters sold was less than that anticipated during the design phase.

The cooperative society is not sustainable in its current form. "Lundzi the Cooperative" continues to operate like "Lundzi the Project", however, the latter no longer underwrites operational costs that the former continues to incur without economic justification. Lundzi the Cooperative must make a number of basic operational changes if it is to become a viable cooperative business enterprise. These changes include a reduction in staff, additional training for the manager, secretary and the committee; a source of operating capital for

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the cooperative members; an increase in scale, i.e., an increase in the number of sows owned by the cooperative and by individual members; a discontinuation of the purchase of bagged feeds (except HPC); the purchase of maize in bulk; and the addition of other sources of income, e.g., consumer goods and farm products.

The Project is also not replicable in its current form. First, it is too capital intensive. Second, future projects should be located in maize surplus areas to create economies for maize producers and reduce transportation costs. Third, Projects should be located in areas where the target population has experience in managing cooperative business operations. This will reduce the learning curve for the target population, and reduce the need for outside training.

5

## I. BACKGROUND TO GRANT AND PROJECT CONTEXT

1

### Circumstances that Gave Rise to the Project

The Lundzi-Mpuluzi Pig Production Project was a collaborative effort between the National Council of Negro Women and His Majesty's Committee<sup>1</sup> that initially established a three-year project "to develop a small-scale commercial pig production enterprise in the rural area of western Swaziland..."<sup>1</sup>

The major objective of the Project was to increase the incomes of families in the Lundzi-Mpuluzi area through the production of hogs by individual (women) farmers.

The Lundzi-Mpuluzi area is located in western Swaziland, near the Usutu Forest and the town of Bhunya. This area is not currently contained within a Rural Development Area (RDA) and was chosen because it provided very limited opportunities for income generation activities for women.

### Essence of the Problem

The main problem addressed by the Project was the lack of job opportunities for Swazi women. In Swaziland, women have traditionally earned additional income by producing handicrafts and vegetables. Formal income opportunities for rural women were severely lacking when the Project was initiated:<sup>2</sup>

In 1977, only 30% of commercial agricultural and 21% of forestry positions were occupied by women. Moreover, ...

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<sup>1</sup>The H.M. Committee, was created and mandated by the late King Sobhuza II.

6

when their husbands migrate in search of employment, women are the first to feel the effect of insufficient income and extra work.

Thus, the major needs of the target population were jobs. But it was necessary that such jobs be available in the setting in which the target population lived.

#### Local or Other Resources Available

The major local resources available to the Project included, first, support for the Project at the highest level in Swaziland, which was exemplified by the establishment of the H.S. Committee. The GOS provided financial support equalling approximately 17% of the initial budget for the Project. Swazi Nation Land was provided for the piggery, the farm storage building, the manager's house and the office for the cooperative. Farm land (41 hectares) was also provided for the cooperative to plant maize, which is used as the main feed ingredient. During the first year, the cooperative planted 15 hectares and produced 4 tons of maize. In 1983-84, a total of 70 tons were produced on about 14 hectares.<sup>3</sup>

The GOS provided office space for the secretary and continues to do so. It continues to provide a staff coordinator, and an on-site vet officer. The latter is a long term staff commitment to the project/cooperative. The GOS also developed the water system that is used by the piggery and the local population in the target area. Prior to the beginning of the phase-out of the Project, it was estimated that "the Government's

7

contribution saves the Project approximately E50,000 per year by providing services that the Project would otherwise have to purchase on the open market."<sup>4</sup>

Resources provided by producers/members included their farmsteads, and pens to house sow units. The pens were constructed mainly of indigenous materials.<sup>1</sup> These were more than adequate and generally were well kept operations.

Sabenta, the Swazi literacy organization, has been working with members of the cooperative society to increase their literacy levels:<sup>5</sup>

Over fifty percent of the intended beneficiaries have achieved the functional literacy level.

Sabenta continues to this date to assist members of the cooperative in learning to read and write.

## II. THE PVO APPROACH

The basic approach was to develop local capability by providing expert (and outside) technicians during the initial stages, and local training resources in order to prepare local leaders to take over on a gradual basis as the committee and the manager were upgraded. The strategy was to develop a central piggery with a supply of sows and boars and to place bred sows on

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<sup>1</sup>The feed troughs were made of cement, and constructed by farmers and workers from the cooperative society.

8

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individual farmsteads. Farmers feed these pigs to about 45 kilograms and sell them through a cooperative society, which was created to effect economies in the areas of marketing, feed purchases, breeding, etc.

Each producer that is provided with a sow must return one gilt to the cooperative. Through this spinoff process more producers are provided with breeding stock and the cooperative is able to provide animals eventually to all of its members.

The major objective of the Project was to increase the incomes of 75 families by E400 over the life of the Project.

### III. REVIEW AND ANALYSIS OF PROJECT RESULTS

During a visit to the Lundzi-Mpuluzi Pig Production Cooperative in March 1987, the pig parlor (piggery) was toured, including the feeding and farrowing pens (there were two sows with litters) and the lagoon. The facilities were well maintained.<sup>2</sup>

#### Specific Outputs Achieved

The original proposal submitted by the Council set the

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<sup>2</sup>Particular attention is paid to cleanliness and all persons are required to disinfect their shoes before entering the piggery.

following "project purposes", among others:<sup>6</sup>

... to increase the income of 75 families in the target area by E400 over 3 years ... facilitate provision of community education ... provide a mechanism for a mutual learning sharing experience ... develop a model for increasing incomes ... evaluate the impact of the project ... and establish a system for continuous review and replanning necessary to achieve the project's goals.

To date, the Lundzi-Mpuluzi Pig Production Cooperative Society has a total of 58 sows that are distributed among 28 farmers. Owing to delays in the construction of the piggery and the development of the water system, only about one-half the families targeted have been reached by the project/cooperative. In addition to these problems, the society also lost one of its initial boars. This delayed the breeding of the sows and seriously reduced the rate at which additional members could be provided with breeding stock. The inclusion of additional families in the cooperative as producers is dependent upon "spin-off" sows provided by existing producers.

Other important outputs of the Project include the following:

1. training was provided to member producers and all laborers;
2. training of the society's committee in cooperative development.

### Effects on Target Groups

The income effects of the project/cooperative can be discerned by two farmsteads that were visited at random in mid-March 1987, one near the piggery with access to the gravity water system developed by GOS, and one somewhat distant that has to

rely upon historical water sources. Both farmers have produced four litters of pigs, and have sold three, and at the time of the site visit in March 1987, both producers' sows were being bred a fourth time by the cooperative's boars at the piggery.

If we assume an average weight of 40 kilograms and an average price of E1.50, the total income earned by the first producer listed in Table 1.0 would be E2460. Based on the current distribution ratio of the sales proceeds of 75:25 to the cooperative and producers, respectively, the producer's share would be E625. This farmer may not be typical, however, it is evident that the fears that consultants who had visited the Project in its early stages relative to individual farmer's ability to produce and wean a sufficient number of pigs per litter have not been borne out.

Table 1.0 Production Experience of Homesteads Visited  
- March 1987.

Farmer	No of Pigs Farrowed/Sold Per Litter <sup>2</sup>				
	one	two	three	four	total
Mrs. Maseko <sup>3</sup>	12/11	14/10	13/10	13/10	52/41
Mrs. Kunene	13/12	13/12	13/12	15/11	54/47

<sup>2</sup>The fourth litter had not been sold when the site visit was made in March of 1987; thus, the last number for the fourth litter represent the number weaned and not the number sold. Most pig losses occur between farrowing and weaning, not between weaning and market date, so this fact probably does not bias the total figure in the last column.

<sup>3</sup>Mr. Maseko also had one sow. However, his production record was not as good as his wife's.

Impacts on Local Institutions, Local Policy...

The Lundzi-Mpuluzi Pig Production Cooperative has already had a very measurable impact on the Government of Swaziland (GOS). This effect is most evident in the Ministry of Agriculture and Cooperatives (MOAC). The GOS made a major commitment to the Project when it was started and continues to provide some support to the cooperative society.<sup>4</sup> The initial commitment in manpower and monetary resources were substantial. The mandate provided to the H.S. Committee by the late King Sobhuza II ensured that resources would be made available to the Project. Given the relatively small number of primary persons (75) included in the target population, it must be concluded that the Project had a major impact upon GOS policy. Otherwise, resources probably would not have been forthcoming at all.

It is a major policy gesture for the GOS to embark upon an untried economic development effort. Potentially, however, the Project could reduce its trade surplus with its major trading partner; almost all pork consumed in Swaziland is imported from South Africa. The Lundzi-Mpuluzi Pig Production Cooperative may

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<sup>4</sup>The Director of Livestock Services, Dr. Nicholas Gumede, is still the "Project Coordinator", and a veterinary officer, also from his staff, is posted at the site on a permanent basis. Dr. Gumede also agreed to send a District Veterinarian to the site on a regular basis. And the society's manager, Milton Ginindza, continues to rely upon Dr. Gumede for leadership, a role that Dr. Gumede finds difficult to fulfil, given his primary responsibilities in MOAC.; he in fact indicated that he would like to pass his current responsibilities to CCD, which has more resources to provide assistance to train the committee, manager and the secretary.

also be the first livestock project that has been supported by the GOS that is designed specifically to assist Swazi women in the setting in which they live - their farmsteads.

There are also hidden policy implications for the GOS and for Swazi maize (corn) farmers. Maize is a gazetted commodity, i.e., its price in the commercial markets is set by government decree. Farmers who produce maize have very limited market alternatives; they can either sell at harvest to the Swazi Milling Company in Matsapha, or to local traders and other farmers and families for local consumption. Members of the Lundzi-Mpuluzi Pig Production Cooperative Society have an additional alternative; they may also market their maize as red meat by feeding it to their pigs.

### Unintended Effects

The major unintended effect of the project/cooperative is that the members of the cooperative society are not as involved in their society as they should be. If they were they would know that they cannot afford the relatively large amount of staff costs that are currently being expended in the name of their cooperative.

Another unintended effect may be too much of a reliance on outside resources to come to their rescue to solve their cash flow problems when they actually have the basic resources within the cooperative to do so themselves, with the proper leadership and direction. The reins of control for the cooperative should

have been handed over much sooner to the local population in order to "wean" them from their total dependence on outside support, resources and direction, including both MOAC and the NCNW. The cooperative should have been looking more towards the CCD for assistance on an on-going basis since it is this agency that is charged with the responsibility of assisting cooperative societies in Swaziland.

**IV. MANAGEMENT: REVIEW AND ANALYSIS OF HEADQUARTERS/SUPPORT**

Problems relating to the Project's design may have contributed to a delay in its implementation, which hinged on the development of a water system and the construction of the piggery, farm shed, manager's house and the office complex. No established organization existed in Swaziland that could have been the recipient of the Project's resources, or could have assisted in implementing the Project's activities. Instead, one had to be organized, staffed, members/producers trained and the Project's operations eventually turned over to it.

**The Staffing Pattern of the Project/Cooperative**

The initial staffing pattern of the Project continues to exist at the cooperative society today. These are summarized in Table 2.0 and include a total of 9 persons, including 5 laborers and two drivers.

### Issues Encountered in the Project's Planning or Design

The major problem encountered in the Project's planning and design related to the cost of the piggery, whose actual cost was more than four times the original estimate. The amount of time the GOS required to develop the water system and construct the piggery and other buildings at the site was also greatly underestimated.

The management problems that have been encountered could not have been anticipated; the project/cooperative has had a total of four managers since 1979.

A considerable amount of training was provided for members/producers, and the manager and the secretary have attended courses. However, both the manager and the secretary must be provided with additional training on how to manage a cooperative business enterprise. This will be crucial if they are to be able to make the Lundzi-Mpuluzi Pig Production Cooperative Society a viable operation.

A considerable amount of technical assistance was provided to the project/cooperative, including a swine specialist who prepared a swine management handbook, an organization consultant who assisted in getting the Project started, e.g., the purchase of the vehicle, identification of the first manager, establishment of the bank account. (Unfortunately, none of these activities had anything to do with the establishment of the cooperative society.) The MOAC also provided technical support

## VI. LESSONS LEARNED AND LONG-TERM PROJECT IMPLICATIONS

The Lundzi-Mpuluzi Pig Production Cooperative currently faces several severe operational problems:

1. There is poor utilization of all assets, especially the tractor, lorry (truck), and the mixer/grinder.
2. There is unreasonably large fixed overhead, mainly wages and salaries at present, but will also include large maintenance vehicle/tractor/building expenses as these assets age.
3. There is a problem of scale; the number of sow units at the cooperative society and the number on individual farms must be increased.<sup>e</sup>

One important lesson learned from the Project relates to the difficulties involved in maintaining an implementation plan when the number of parties that must be depended upon to act includes more than two. Another relates to the procedure that should be used when a complicated operation is to be thrust upon a target population with minimum management expertise and familiarity with the Project itself.

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<sup>e</sup>The number of sows currently total 58, with 28 families producing pigs. Those families with whom discussions were held in March 1987 during a site visit to the cooperative society indicated that they would like from 2 to 4 sows each. From the farmer's standpoint, an increase in the number of sow units would pose minimal additional work in terms of labor, and those farmsteads visited had sufficient space for at least one additional sow unit. For the cooperative society, a larger number of sow units would improve economies relative to the purchase of high protein concentrate (HPC), maize purchases and transportation costs.

16

### Project Costs and Benefits

The Project cost a total of \$400,000 to implement. These costs were expended over a period of six years and utilized mainly to pay local staff salaries, construct buildings, and purchase equipment and animals. Direct Project costs to date probably exceed direct benefits to the primary target population. However, additional benefits from the Project have accrued to the general population through the generation of additional economic activity in the area. It is difficult, if not impossible, however, to measure such benefits.

At this point it is probably optimistic to say that the total income that has been generated from the sale of pigs for the members of the Lundzi-Mpuluzi Pig Production Cooperative Society is less than E20,000. Thus, annual wages and salaries expenses of the cooperative approach the total income of the members of the society from the production of pigs.

### Sustainability of the Project

Given the high capital investment of the cooperative, its high salary costs, the current state of management, the existing level of involvement of the membership in the operation of the cooperative, current cash flow problems and small number of producing sows located at the cooperative and distributed to individual members, it will difficult, if not impossible for the cooperative to continue. Operating as it does, the cooperative will fail. And soon!

The cooperative must reduce its "top heavy" salary expenses; it must increase the number of producing sows; it must find additional sources of income; it must put its assets to work earning income, e.g., the lorry, tractor, and the maize sheller; it must find operating capital for the cooperative's central operation, and for members/producers to finance on-going operations; and it must utilize members to perform tasks that it has heretofore paid laborers to perform.

While the continuation of the Project hinges on finding financial resources, these could be loans if a coherent program is designed and implemented to develop the potential that exists at the Lundzi-Mpuluzi Pig Production Cooperative Society. Management and leadership are the key, and the society lacks these major ingredients at present.

The Project did a very good job of training the target population and winning their support for the basic idea. Perhaps the most refreshing part of the Project relates to the pride with which individual producers maintain their operations and their eagerness to increase their investments in order to earn additional income. Thus, while it will be practically impossible for the individual producers to survive without the existence of the cooperative society, or some other organization capable of effecting economies in the area of feed purchases, transportation, marketing, and veterinary assistance, many members may continue to produce pigs irrespective of the future of the Lundzi-Mpuluzi Pig Production Cooperative Society.

18

As noted above, the financial benefits obtained by the target population as a result of the Project approximates or exceeds that earned from the primary economic activity of the cooperative - pig production. Other, non pecuniary, benefits, however, also accrued to the target population. Members undoubtedly have benefitted from the training provided through the cooperative, and that provided by Sabenta to increase the literacy rate.

It is estimated that upwards of 70% of the target population have participated in the activities of the cooperative. Local leaders are being trained and developed, and these activities will serve to more firmly entrench the cooperative into the fabric of the target population.

## RECOMMENDATIONS

- A. Provide immediate training for the manager. Post a temporary manager to the society until the manager's training is complete. Training should concentrate in the following areas:
1. Cooperative organization
    - a. duties and responsibilities of a cooperative society's manager and committee members
    - b. duties and responsibilities of individual members.
  2. Financial accounts
    - a. income statements
    - b. balance sheet
    - c. cash book
    - d. ledgers and journals
  3. Inventory management and control to responsibly account for feed, drugs, livestock and other items for sale and use.
  4. Pricing and costing - for both farm products, i.e., feed, seed, chemicals, and for consumer goods, i.e., grocery items.
- B. The number of full time staff should be reduced to reflect the relatively low operating level of the society.<sup>f</sup> The following are suggested staffing levels for the cooperative society:
1. full time manager (on site), with responsibility for day-to-day operations, and reporting to the society's

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<sup>f</sup>The cooperative society retains the same staff that was present during the life of the project; no fiscal changes have been made since June 1986 when the society "officially" took over the operation. This is currently the most serious drain on the resources of the society. This adjustment must be made immediately.

committee.

2. a secretary/bookkeeper, with responsibility for the following areas: a. journal entries and posting; b. cash book; c. receipts and vouchers; d. bank deposits and reconciliations; e. livestock records; f. members records (paid-in capital, membership dues); g. farm supplies and consumer goods purchases and sales.<sup>9</sup>
- C. Reduce, with immediate effect, the number of laborers to two: one full time and one part time (weekends only). If additional help is needed for cleaning, weighing, etc., it should be provided on a voluntary basis by the membership. A schedule should be devised by the secretary and all members should be required to volunteer, or an amount deducted from their proceeds when pigs are sold. The secretary should maintain a record of all time volunteered by individual members. The manager should recommend a fee to the Committee to charge members who fail to volunteer their services.

Table 2.0 Current Staffing Level - The Lundzi-Mpuluzi Production Cooperative Society. (In Emalangeni)

Position	Rate	
	Per Month	Per Year
Manager	703	8436
Secretary	225	2700
Driver - Lorry	189	2268
Driver - Tractor	60	720
Laborers (5) @ E40/Mo	200	2400
<b>Total</b>	<b>1377</b>	<b>16524</b>

<sup>9</sup>Newly formed societies in Swaziland rarely begin operations with a manager and a secretary; these positions are generally included in one staff position - a secretary/manger. While the Lundzi-Mpuluzi Pig Production Project could afford both of these positions, the Lundzi-Mpuluzi Pig Production Cooperative Society cannot. The current duties of the secretary do not warrant that the position be full time. The position should be reduced to a minimum of one-half time until the secretary is fully trained and additional income sources are developed, e.g., a consumer shop.

Members who fail to support the society should not be provided with additional animals. Table 2.0 lists the current staffing level for the Lundzi-Mpuluzi Pig Production Cooperative. Wages and salaries total E1,377 per month, and E16,524 per year. There is no way by which the Cooperative can maintain this staffing level.

- D. The society should convert one or both of its offices into a consumer store in order to create an additional source of income and increase services to members. This item will require a trading license and should be pursued with the assistance of the office of the Commissioner for Cooperative Development (CCD). The secretary must also be trained in order to manage this operation. This training can currently be provided by the Cooperative Development Centre (CODEC).
- E. The society should carry a full line of fertilizers, chemicals, feed and other items required by the membership and other farmers and consumers in the area. This will create an additional source of income and such sales could also be handled by the current secretary.
- F. The Director of Livestock Services should send a District Veterinarian to the society on a regular basis, perhaps once every four or six weeks to reduce the potential outbreak of infectious diseases.<sup>h</sup>
- G. The CCD should send an auditor to the society immediately in order to bring the books up to date and generate financial statements. The society currently is not even aware of what its financial situation is; its bank statement has not been reconciled since June 1986. The society's books of accounts are still being kept in an office in the MOAC building. The society's records should reside at the cooperative society, with the secretary. (This too appears to be another vestige held over from Lundzi-Mpuluzi, the Project.)
- H. The society should discard its current fee structure in which pig sales receipts are distributed in the ratio 75:25 to the society and producers, respectively. While definitive records do not exist that actually show what producers' feed costs are, all persons at the cooperative with whom discussions were held in March 1987, including the manager, secretary and the vet officer, agreed that this ratio is insufficient for

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<sup>h</sup>A vet officer is stationed at the site of the Lundzi-Mpuluzi Pig Production Cooperative, however, this may not be sufficient. I discussed this fact with the Director of Livestock Services while in Swaziland and he agreed, especially since his vet officer reported soon after our discussion that the sows were already infected with mycotic mange.

the society.<sup>1</sup>

- I. The society should purchase maize in bulk from large farmers in the Mahlangatsha and Ngwempisi areas, or through the Mahlangatsha and Ngwempisi Farm Cooperative Societies, or from areas with comparable prices in South Africa, and mix and grind feed and sell bagged feed directly to producers. Under no circumstances should the society purchase bagged feed from feed dealers like Swazi Milling Company.
- J. The society should not finance feed purchases, vet products purchases, or other farm inputs for members. No cooperative society with serious limitations in record keeping can maintain the proper records required in providing credit sales. Also, the society has serious cash flow problems already.
- K. Some farmsteads may produce sufficient maize to justify having their feed mixed and ground for them, instead of purchasing feed from the society. The society should develop a fee structure that will allow it to respond to this need if and when it occurs. A minimum volume level should be set to justify the tractor, fuel and equipment expenses, and to prevent orders that are too small in size.
- L. Set up a meeting with the Swaziland Development and Savings Bank (the Swazi Bank) and arrange for financing for individual producers to purchase feed and other farm products directly from the cooperative. This will ensure that the society will not have to provide feed and other items on a credit basis.
- M. The society should sell to members and nonmembers, but should develop a two-tier price structure for all products sold and services provided, including cultivation of fields and other tractor services. All nonmembers should be charged nonmembers prices as an incentive to increase membership.

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<sup>1</sup>When the question: What is the main problem you have now as a producer? was posed to individual members, the answer given in each instance was, without hesitation, feed costs. Thus, while persons at the committee or management level may feel that the society's share of total receipts is inadequate to meet its costs, part of this problem is undoubtedly due to current inefficiencies, e.g., a bloated payroll account and under-utilization of the society's assets.

**CONCLUSION**

The Lundzi-Mpuluzi Pig Production Cooperative Society is not sustainable in its present form. However, if the society: reduces its salary and wage expense; trains its manager and secretary in the areas mentioned above; adds other sources of income, e.g., consumer products, fertilizers and chemicals sales; changes the way in which producers pay for feed, i.e., scrap its current "ratio basis" in recouping feed costs and sell bagged feed to producers, produce as much feed as possible and purchase feed, including HPC, in bulk; increases member support and participation; and maintains its equipment, it should become a profitable cooperative business operation.

A pig parlor is a complicated operation. If we add to this consumer and farm supply sales, the demands on the Committee and management will be greatly increased. Since "Lundzi the Cooperative" has less operational history than "Lundzi the Project", an outside technical advisor on site may be needed to smooth out this transition, especially during the period the manager and the secretary are away for additional training.

A source of operating capital is also important, both for the cooperative society and for individual members.

Is the Project replicable? Again, not in its present form. If additional piggeries are planned in the future, they should be located in the maize surplus areas if possible. This may raise a conflict in terms of policy for the GOS, since the Project is

24

designed to provide job opportunities for rural Swazi women. But it may help the Swazi Nation to increase incomes of maize producers and reduce red meat imports. (One must not forget that feed represents the lion's share of the costs in producing pigs.) Also, other economies can be effected, e.g., a reduction in transportation costs. Future piggeries should be less capital-oriented and more management and service oriented. For example, an elaborate office complex is not required.

The cooperative, nor its members/producers, can be viable economic units at their current scales. The cooperative must produce more animals in its piggery for sale for its own account, and distribute additional animals to existing members, who have indicated that they would like from 2 to 4 animals each.

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