PN-AAH-070

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Dec. 1975-
May 1976

TEXAS A&M UNIVERSITY

INTERNATIONAL PROGRAMS

COLLEGE STATION, TEXAS

December 1, 1975

thru

May 31, 1976

Contract No. AID/afr-C-1095 Tanzania

Semi-annual report on the technical assistance by Texas A&M University in the development of an effective livestock marketing system in Tanzania, sponsored by the Agency for International Development, Washington, D.C. and the USAID Mission, Dar es Salaam, Tanzania

Semi Annual Report

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TEXAS A&M UNIVERSITY

AID CONTRACT NO. AFR-C-1095 (TANZANIA)

July 27, 1976.

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Department of State
Washington, D. C. 20520
REF: TAMU/SEMI-ANN/1

International Programs
College Station, Texas 77843

TO : MR. E. PAUL CREECH, DIRECTOR, INTERNATIONAL PROGRAMS

FROM : M.B. INMAN, FIELD MARKETING & TRAINING ADVISOR/CHIEF OF PARTY

SUBJECT : SEMI ANNUAL REPORT III,
LIVESTOCK MARKETING AND DEVELOPMENT
PROJECT NO: 621-111-130-122
CONTRACT NO: AID/AFR.C.1095 TANZANIA.

INTRODUCTION:

The Livestock Marketing and Development project is one part of the overall attempt by the Tanzania Government to bring the livestock sub-sector into the mainstream of her economic development.

In its second five year plan the Tanzanian Government has placed high priority on agriculture and rural development. Livestock is one of the key subsectors and the proposed project is in line with Government's plan for it. Under the plan emphasis is being placed on improving the livestock marketing and distribution system, constructing slaughter houses in the major cattle areas, and developing Ujamaa cooperative and Parastatal ranches. The project is designed to increase beef production by developing ranches, and by providing essential infrastructure, including markets, stock routes and holding grounds, and meat processing plants, the lack of which has reduced offtake in the large traditional herd to less than 3%.

Under the IDA loan the following facilities are proposed to be developed. Eleven ranches will be developed under the NACO Parastatal. Four ranches will be developed under the District Development Councils, and 22 Ujamaa cooperative ranches will be developed.

Project cost is estimated at U.S. 24.7 million and covers a five year period 1973 - 1978. The IDA credit of US $ 18.5 million would finance foreign exchange costs of US 11.3 million and about half of local currency costs at U.S. $ 17.2 million.

A Project management unit has been established as The Livestock Development Authority (LIDA) in the Ministry of Agriculture to coordinate and supervise project implementation.

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Marketed offtake from the cattle population is low in Tanzania averaging about 3.5% . Poor organization and operation of the livestock marketing system is a major factor contributing to this low offtake, Accordingly a livestock marketing company (TLMC) has been established as a subsidiary Parastatal under LIDA. It has the responsibility to:

1. Carry out developments on markets, stock routes, and holding grounds under the project and for operating, maintaining and supervising these facilities.

2. Organize 13 marketing teams, each of which would conduct four secondary and 12 primary markets per month.

3. Become a major cattle buyer purchasing cattle for TPL, DDC, NARCO and Ujamaa cooperatives on a contract basis.

The Government of Tanzania has recognized the immediate and long run importance of obtaining additional output from the livestock industry, thus more effectively utilizing the available resources, and has embarked on a strategy to increase production and offtake from both the commercial and traditional livestock sectors in order to provide additional domestic and export supplies of livestock products. External financial and manpower support provided by the UNDP, the IDA and USAID is being combined with domestic resources in a number of livestock sub-areas.

The proposed United States assistance under this project is an important and integral part of the overall strategy, addressing key problems in the production - Marketing chain and closely complimenting and reinforcing other donor and Tanzania Government projects.

Project implementation will extend over seven years and consist of three phases. The first phase, lasting one year, has involved the arrival of all contract team members, orientation, the development of appropriate work plans, the departure of a number of degree participants, the conduct of the livestock subsector analysis and varying technician involvement in the development activities of the project. The second phase will extend for four years. During this period all physical development will be completed, extensive on-the-job training of staff will be provided, the technicians provided to the IDA Phase two unit will finish their work and depart as will the Financial Management Advisor working with LIDA, and all participants willreturn to their respective places in the Parastatals.

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This report represents activities of the first six months of the second phase of the project, the staff of LIDA, TLMC and TAMU have passed through the first year of activities and are now embarking on the second stage of what may be termed the growth stage. New staff has been added to both LIDA and TLMC and some of the old staff have departed.

Activities:

A. Training

1. Degree Training: The original program provided for ten participants to obtain degrees in the U.S.A. During this reporting period nine of these students have started their training programs at Texas A&M University. Two participants will receive Master of Science degrees and return to their jobs in LIDA. The other seven participants are studying for Bachelor of Science degrees and should complete their training by 1979 and return to resume their positions in the Livestock Parastatals. One student is training in Range Science, one in Agriculture Engineering; two are training in Animal Production and Marketing and three in Agricultural Economics. These students have adjusted well to their scholastic environment and grade reports for their first Semester show outstanding work in their respective courses. Contacts with some of their major professors indicate that they are among the top students in their classes.

2. Short Term Training: Preparation was made during this period for four Administrators and specialists to receive two to three months special training during the period of June to September, 1976. One of these will be attending the International Marketing Institute from June 12 through August 28, 1976. The other three participants could not be released to go for training that has been established for them.

There are seven more positions programmed for non degree participants. The Field Marketing and Training Advisor strongly recommends that nominees for these positions should attend a technical training program of from six months to one year. Preference is given to the latter time period as it will allow for both academic training combined with practical experience and application.

3. Local Training: Field training for zonal personnel is being given by the Zonal Livestock Marketing Advisors/Officers to the extent possible. In those zones where Zonal Managers are cooperative the program is moving along well. In the Arusha zone there is training activity all the way from administration down through the cattle buyers, and handlers. The decision making process is emphasised on a one to one basis in a consultory method that tends to build confidence in the various staff members.

Training in Dodoma has been limited generally to the marketing crews and buyers. As long as the present zonal administration is maintained in Dodoma it will be impossible to improve the efficiency of that office to any noticeable degree.

The Shinyanga zone is one of the key areas for cattle concentration and has supplied the largest number of cattle to the Dar es Salaam market over the past six months. On the job training has been a part of the everyday activities of the Livestock Marketing Advisor/Officer in that area. He has stressed efficiency of cattle handling, office management, work planning and cattle weight and values. Since a large percentage of the cattle in this area are bought over the weighbridge it has been very easy to relate price per kilo to per head value.

On the job training for the various departments in the head office in Dar es Salaam has been limited by lack of facilities. When the company offices are shifted to their new building there are conference rooms that can be used for Seminars appropriate to all levels in all departments.

B. AGRICULTURAL ECONOMIST:

The most important economic aspect facing the livestock industry in Tanzania is Marketing. Consideration must be given to the consumer demand for meat and to the farmer who produces the beef.

The farmer and consumer meet in the market place to determine what quality, how much and when beef is required. The mode of communication is in terms of prices for livestock and meat products.

How well this communication occurs depends very much on how the marketing system is organized. To evaluate the marketing system one needs to examine the farmers production potential, consumers wants and efficiency of the marketing system in terms of costs and price determination.

The market news service that is in the process of developing is still plagued with a lack of a regular flow of information from the field market areas to the head office where it can be compiled, analyzed and reported through the news media on a timely basis.

The Livestock Marketing Economist presented a very comprehensive paper to the Association of Tanzania Animal Scientist in their annual meeting. This paper is presented with this report as Appendix I.

Pricing structures have been analyzed thoroughly and recommendations for a pricing policy for TLMC has been presented to the Administration. This policy recommendation includes those prices for the producers and prices that should be paid by the processors. It is obvious that if TLMC is forced to buy and resell a large volume of cattle their entire organization and operation will have to increase their efficiency of handling cattle. Common sense dictates that it is impossible and impractical to set prices to cover gross inefficiency of operation of an organization.

C. MARKET FACILITIES, HOLDING GROUNDS AND TREKKING ROUTES: (Range Development Advisor/Officer).

The technician assigned to help develope the market facilities, holding grounds and trekking routes has been able to record some specific progress.

Accomplishments in these areas include:

Holding Grounds:

Kwala: 1. Cleared sixty acres for constructing the farm pond dam site.

2. Completed construction of 22,780 cu. yds dam.

3. Establishment of the headquarters at a new site. This consists of:-

One office building
One Manager's quarters (house)
One drivers quarters.
Four drovers quarters.

4. Improved five miles of road.

Korogwe: 1. Construction of headquarters consists of:-

One office building
One Manager's quarters
Two drovers quarters
Under construction - one driver's quarter.

Temi: Selected site for headquarters constructions which will consist of one manager's quarters, one drivers quarter and two labourers quarters.

Market Gounds:

Construction of marketing facilities:-

New	Repair
Kilongale - Morogoro	Morogoro
Rudewa - "	Chakwale

New	Repair
Gairo - Morogoro	Mariba - Musoma
Mwidu - Morogoro	Biturugurú - Mara
Chamakweza - Morogoro	Magindu - Morogoro

A new design for market construction which greatly increases cattle flow through the sales facilities has been accepted and will be used for future market construction and repairs. The new market at Shinyanga was built under this new plan. The new market plan was designed by TLMC personnel in Shinyanga.

A stock route from Kwala holding grounds to Mloganzila - Temboni was inspected and is planned for establishment.

Other:
Preliminary analysis for management and grazing plans for all holding grounds under TLMC is being conducted with assistance from Mr. R.J. Pederson, Range Management Advisor. See Appendix II.

An appraisal for all market facilities for construction, repairs and maintenance is being made. This survey will be used to establish priorities. Refer to map in Appendix II for distribution of H/G - trek routes etc.

On-going is an inspection of stock routes to be built and existing ones to be renovated. Plans are being made to move cattle by trekking because of increased rail charges.

D. ZONAL MARKETING ACTIVITIES:

1. Arusha: This report will summarize activities under various headings for the past six months. More detail is included in monthly reports. However, the objectives of this report are to describe the general activities in the Northern zone, to detail problems and to recommend improved procedures.

   Market Operations: In general the markets are operating well in most districts except Monduli and the Northern part of Kiteto. In Monduli District there are only three markets which generate enough income to cover expenses. These are Mto wa Mbu, Endulen

and Sonjo. The markets in Loliondo and Longido Divisions continue to operate at a loss for over a year now. For the past eight months an average of only 70 cattle (Sonjo) have passed through these markets. TLMC is the only buyer at Sonjo. Two other private buyers from Arusha were taken to these markets, but they have stopped because they made no profit due to high death losses and shrinkage.

It is recommended that the schedule in Longido and Loliondo should be reduced to holding markets only once every two months. If and when local producers are prepared to sell in the markets the monthly schedule could be resumed.

In Kiteto District there are no cattle offered at Enguasemet, Naberra and Terat markets due to magendo (illegal sales) operations. Buyers no longer go to these markets. Cattle from this area move to the Shambari and Kisongo markets.

The Kisongo market (8 miles from Arusha) continues to present problems because virtually all of the cattle are brought by magendo traders who have purchased from bomas at Monduli, Simanjiro and Terat. The Kisongo market appears to be a major source of cattle moving to Kenya. It is difficult to collect fees here or to control the movement of cattle by permits. One possible answer is to require trading licences from both buyers and sellers. Licences should be required by the seller if he cannot prove that he has actually raised cattle he is selling.

Kiteto District has suggested that the monthly schedule should be changed so that the markets begin one month in the Eastern part (Kitwai) and the next month in the Western part (Dosi Dosi). The reason for the suggestion is that prices appear to be higher in the West and sometimes buyers run out of money by the time they reach the Kijungu and Kitwai markets. There are several reasons why this is not recommended. The movement of cattle from Dosi and Kibaya is to Kijungu where they can be combined with cattle sold in Kiteto and the Sunya markets. Even if the markets at Kitwai and Kijungu were scheduled first buyers would not come.

The Kijungu market is manipulated by two or three Masai traders. Buyers prefer the other markets that are open and competitive.

Efforts are being made to promote the Msitu wa Tembo market in Kiteto District only 15 miles from Moshi. Producers would have the advantage of selling direct to butchers from Rombo without middlemen. Priority should be given to construction of a small permanent market here. The success of this market will depend upon promotion by local officials and veterinary staff.

There are often requests from TLMC to open new markets. One such request came from Ruvu Rimiti and a market was scheduled. No buyers came. A meeting was held with local officials and the Masai and they were persuaded to take their cattle across the river to Mkomazi and Makanya markets only 15 miles distant. Veterinary inspection is made prior to moving cattle.

The market schedule is being revised for Mbulu District. The purpose is to start at the fartherst markets (Kidarafa and Maghan) so that cattle will move in the direction of the stock route and holding ground.

As for secondary markets there are three in the Northern Zone. The two markets Temi and Weru Weru generate about 200,000 shillings per month in market fees mainly because the officer in charge is doing an excellent job in collecting them.

At the Temi market there is a real problem with the veterinary staff. Although many cattle arrive at the holding ground on Saturday or Sunday the cattle are not dipped until Monday morning. The market cannot get started until 11.00 or 12.00 noon. Sometimes sufficient water has not been stored to operate the dip. There appears to be a partial blockage of the pipeline to the cattle tank and this should be checked. The manager of the holding ground should see that the pump operator has stored enough water for Monday. The Regional Livestock Development Officer is being requested to have dip attendants operate the dip on Saturday and Sunday as a service to Traders and buyers.

At Weru Weru some market pens need to be repaired and additional pens are needed. The Regional Livestock Development Officer, Kilimanjaro Region has stated that additional land from the adjacent Sisal Estate could be allocated to TLMC for the development of grazing. A permanent source of water is urgently required. To expedite the acquisition of land TLMC will have to prepare a sketch map showing the area desired. An office building is being constructed near the market - one room for TLMC and one for veterinary.

At Korogwe Secondary market traders who buy in South Masai markets get movement permits to Tanga but in actual practice they resell part of their cattle at Korogwe and avoid fees. The veterinary staff in Kiteto District should be requested to issue permits to Korogwe only and re-issue permits to Tanga. In addition a gatekeeper should check all cattle leaving the holding ground. The TLMC staff at Korogwe should be more aggressive to control this problem.

Repairs are urgently required to the scales at Temi and Korogwe. After waiting for eight months for Dar es Salaam to send a fundi TLMC Arusha is making arrangements to have Regional Trading Company to repair the scale at Temi. If this is successful then the scale at Korogwe will be repaired.

The company policy is charging shs 20/- fees at primary markets and another shs 20/- at secondary markets needs to be reconsidered. The fee of shs 20/- for an old cow worth 100/- and a good steer worth shs 1,000/- is grossly unfair. It discourages destocking of old cows.

The concern of the company is to collect fees and not provide services. This is poor public relations and is creating ill-will among district and regional officials. Improvements of facilities is too slow because of lack of transport and lack of authority at the zonal and district levels to proceed without waiting for approval from Dar es Salaam. Many of the bomas and shelters along stock routes need repairs and markets need gates and pens fixed. What is required is a team with a lorry to work full time on these things. If the company cannot get vehicles then these jobs must be contracted - but how can the work be supervised without transport?

Buying and Selling Operations:

Cattle purchased by TLMC Arusha have been increasing slowly. All cattle purchased are resold at Arusha and Moshi. Numbers purchased average about:

Monduli District	85
Kiteto District	100
Mbulu District	65
	250

The Zonal Policy is to purchase at market where there is little competition inorder to provide a price floor. Net profit has been about shs.50.- per head. In addition TLMC office in the other zones - Kondoa, Singida and Maswa have been encouraged to send cattle to the Arusha markets.

In February and March TLMC Arusha was required to purchase about 1200 Barbaig cattle from Mbulu and Hanang Districts. A price of shs.400.- per head had been agreed upon by officials from Dar es Salaam. The company did not charge market fees and even then did little more than break-even. The cattle were not seen when purchased and handed over to the company and it appears obvious that there was considerable exchange of large animals for small ones. Arrangements of this type should be made upon the basis of costs plus shs.20.- commission.

In May 201 cattle were purchased at Maswa in cooperation with TLMC Maswa. In addition the Maswa office sent another 100 to be sold to Moshi. Although prices are lower at Moshi now due to pressure of increased supply a good profit should be realized. These cattle are exceptionally good and were purchased at a price of shs.2.- per kilo.

Purchases at Mbulu and Hanang markets have been yielding little profit because of stiff competition. TLMC will probably suspend buying here until the situation improves. TLMC has averaged less than 20.- per head on these purchases. Company costs are probably 20.- per head higher than private traders.

Attempts to set up an order buying service have not been successful. Recently one Moshi buyer expressed interest in ordering 40 per week - 20 for Arusha and 20 for Moshi. In June TLMC sold to him a trial lot of 22 at Arusha but due to very low prices at Temi he failed to make a profit.

Another potential buyer of 400 per month apparently has not worked out details for export and this scheme does not appear to offer immediate prospects. It would probably involve operation of the old Packing Plant in Arusha.

Considerable effort has been expanded on these buying and selling operations. A system has been worked out whereby prices expected at Moshi and costs delivered are calculated and prices worked out that can be paid for different weights by sex at various markets. Forecasting prices at Arusha and Moshi is very difficult at the present time. Buyers are required to prepare a report form (form) showing all costs and returns for each lot purchased. A key part of this system of purchasing is the ability to estimate weights - and we still don't have a single scale in this zone.

So far a survey of the stock route from South Masailand to Morogoro has not been done because of heavy rains in that area. One potential outlet under discussion with Munissi, Dar es Salaam is to bring cattle from Singida, Mbulu and Hanang Districts to Korogwe and use the big lorry from LIDA to take them to Dar es Salaam.

If it is possible to get an increased movement of cattle from one zone to another it should be possible to equalize prices. In addition there should be alternatives to moving cattle in case of emergency.

Collection and Reporting of Statistics:

The establishment of a market reporting service is of great importance in this zone. Information concerning supply and price is required. Price information at primary markets for different classes and grades by weight is needed. It is not sufficient however to report only average price by sex. Obviously it will be necessary to train someone on each market team to provide this information by a uniform system.

At present the number of animals offered and sold is reported by the market masters in each district. What is also needed is a report of veterinary permits issued showing where these cattle are going. For example, we need to know how many cattle from Mbulu and Hanang Districts are going to Korogwe and how many to Arusha. Recently at Arusha the Regional Commissioner instituted a system of branding cattle sold at markets showing the district of origin which would be in addition to the owner's brand. Also some trading licences have been revoked of those suspected taking cattle to Kenya. The veterinary division has strict instructions to check all permits carefully. The net result of this campaign is to cause an increase in supply of cattle to Arusha and Moshi - which at the present time is unpredictable.

At Makuyuni Holding Ground an excellent report is being prepared weekly which shows all arrivals and departures as well as origin and destination. From this information it is known that on the average each month cattle are coming from

Mbulu-Hanang Districts	4,500
Kiteto District	400
Monduli District	600
Singida Region	2,500
Shinyanga Region-Maswa	1,200
Kondoa- Dodoma	300
	9,500

At Temi holding ground the Manager is too busy to prepare this report regularly and there is no one else qualified. At Weru Weru a fairly good report is prepared. Korogwe holding ground has not been preparing this report and will be reminded again.

The number of all cattle moving to market outside the regular marketing system is difficult to estimate and control. Perhaps as much as 25% of the total cattle traded in this zone are involved - primarily in Monduli District. Whoever issued trading licences should be in position to check all illegal movements.

Headquarters Dar es Salaam has repeatedly requested price information weekly. This is not currently possible because market crews do not report back to Arusha for 15-25 days and this information is only available monthly. The services of a full-time person are required in the zone to train reporters, to collect and tabulate data and to prepare reports. A big part of the job is follow-up to see that the reports are filed as soon as possible.

Holding Grounds and Stock Routes:

The holding ground at Korogwe functions reasonably well but there is a problem of local stock trespassing. Also traders who buy in south Masailand primary markets designate Tanga on permits but actually sell part of these cattle at Korogwe and thus avoid fees. The stock route from Kiberashi to Korogwe has almost all been cleared. A part of the holding ground at Korogwe has also been cleared. Fortunately this area gets rainfall distributed throughout the year. There are probably some funds from West Germany allocated for improvement of stock routes in Handeni District, including some for water development. It will be necessary to liase with the Tanga Integrated Rural Development Project. At Korogwe an office and houses are being constructed.

At the Makuyuni Holding Ground it has been possible to keep both pumps operating. To enforce a management plan will require two askaris with guns to protect the herders from lions and Masai. Bati from the second pumphouse has been stolen. Constructions of an office and some housing is planned for this holding ground. Since many cattle pass through this holding ground some brush clearing should be done.

At the Mdori holding ground the major problem is water. A report has been prepared and authorization to develop an existing borehole is approved by Dar es Salaam. The Masai Range Project has agreed to test the borehole for a minimum charge and this is scheduled for June or July 1976.

In June 1976 Trevino and Pederson went over the Temi Holding Ground. There is little grass due to low rainfall this year and also because there has been heavy grazing by trespass stock. There are nowtwo breached dams and one extension to the pipeline from the Temi river. It would appear desirable first to control the trespass and if this can be assured the dam in the southeast should be repaired.

The extension to the pipeline should be restored. Repairs to the boundary fencing should also be made. About 8,000 cattle pass through this holding ground and if facilities were approved and grass was available some inventory could be held here. The low rainfall for this area probably precludes investment in brush removal and reseeding.

The Masai Range Drought Relief Project is building a new road from Arusha which will cross the holding ground and go south to Terat and Olmoti. Funds under this project are also available for a holding ground along this road and it should be as close as possible to Temi. In addition another holding ground is projected for Northern Masailand near Lake Natron. This is badly needed for the stock route from Loliondo is without water for three days. Prices are very low for cattle in Loliondo Division so many go to Kenya. Prices are low because of heavy death losses and shrinkage on the stock route. As soon as these roads are definitely located a survey will be made for a site of these two holding grounds.

At Kiteto District funds were allocated for two dams; one has been constructed and the second one is being started. Both of these are along the Kibaya-Korogwe stock route.

A survey should be made of other potential stock routes in this area - oneis needed between Babati and Kibaya and probably a holding ground is needed with quarantine facilities. On existing stock routes bomas need repairs, shelters should be built and water facilities repaired. Lack of transport is a serious handicap in this zone to provide essential services for which the company collects fees.

Management:

Given the short time the Zonal Office has been functioning it has done reasonably well considering the shortage of trained staff and transport. There are improvements that need to be made. One serious problem is that Headquarters appears to be reluctant to decentralize. Sometimes decisions are made in Dar es Salaam concerning zonal matters without consulting or information to Zonal Manager. At times orders are directly given to personnel at stations without going through the zonal office - this creates considerable confusion and uncertainty.

There is a tendency within the company of under utilizing personnel. People are hired for a very specific function and if there is little to be done in this line they are not used for other work. Job descriptions should be written so as to cover " such other duties as assigned". The type of person hired should be capable of doing a variety of things. In addition closer supervision is necessary. Why should drivers be hired in Dar es Salaam to work upcountry when experienced drivers are available locally who know the roads?

It appears that the accounting personnel are more responsible to the Chief Accountant in Dar es Salaam than to the Zonal Manager. Also accountants appear to have little concept of providing service to facilitate operations. When buying teams are scheduled to leave on a long safari they may wait for four or five hours for cash from the bank. Sometimes the check has not been prepared in advance and much time is lost looking for a signature. When market crews return from two or three weeks in the field it may take two days for them to clear accounts and to get paid.

In Mbulu District the market master may deposit funds in National Bank Of Commerce Mbulu but the buyer must come to Arusha and carry cash back to Mbulu to buy cattle. Then it is necessary to carry an askari from Arusha. Surely it should be possible for a District Manager to draw funds directly from the bank at Mbulu and take a transfer of funds from the Market Master. There are so many complications for even small transactions that it is difficult for TLMC to compete with private buyers.

In the area of personnel there are in equities in pay. It would apear reasonable that a revenue collector handling thousands of shillings should receive more pay than an ordinary laborer. A head herder is paid shs.15.- per day the same as laborers and yet he is responsible 24 hours a day for cattle worth 100,000/- shillings or more. In this case the headman should be paid at least 5/- per day as a posho allowance in lieu of overtime. It would be in the best interest of the company to keep good men on a permanent basis.

One of the market crews in this zone is not furnished tents or other equipment. The nights out allowance of shs.15.- is not adequate for lodging and food. This particular crew is away from home base about 24 days a month covering an area 200 miles south and 200 miles north of Arusha.

Recently a directive from Dar es Salaam stated that District Managers should not handle cash. The District Manager at Monduli has been buying cattle only at the Sonjo Market. It is not economic to hire a buyer for this market to buy fewer than 100 cattle per month. He has been doing well buying in a very difficult area. For most District Offices in this zone with the possible exception of Korogwe it would not be economic to have a full time accountant added to the staff. It should be possible to find a person who can type and also do elementary accounting. Whenever possible one person should be used to perform a variety of tasks including sweeping the floor if ncessary.

Transport:

The greatest handicap to operations in the Northern Zone is lack of transport. It is 500 miles from North to South and about 350 miles from East to West with little other communication in between. Much of the area is without frequent bus service. The roads are probably the worst in Tanzania. Unless vehicles are provided this zone improvement in market operations, buying, selling, repair and construction of facilities will be very slow. Vehicles have been hired at a very high cost for emergency situations. The Livestock Marketing Officer has frequently provided transport with his vehicle and often when there were more important things to be done than being a driver.

The company owns a small jeep which is most of the time out of order because spares are not available in Tanzania. The local garages are unable or unwilling to improve repairs and charges are exorbitant. Arrangements have been made with one of the Masai Garage mechanics to work on this vehicle in his spare time at home. He is probably the most experienced mechanic on Jeeps in Arusha. But all this takes time. Why not take this vehicle to Dar es Salaam and send a Landrover to this zone where all the money is made?

There are similar problems with all the vehicles in this zone. Drivers misuse vehicles and fail to observe a regular maintenance schedule. When not driving they could at least tighten nuts and bolts. It is recommended that one person should be assigned responsibility to supervise maintenance and repairs and to require drivers to keep records of use, maintenance done and oil and petrol consumed.

The jeep provided by USAID is two years old, and has gone 30,000 miles. It is recommended that replacement be made and that this vehicle be turned over to the buying operations. A request has been made to USAID for replacement.

Training Activities:

The Livestock Marketing Advisor is involved in most activities in the northern zone. Some of these are in operations and some are in training and advising. It would be difficult to draw a fine distinction. Advisors are not likely to be asked for advice nor are they able to advise unless they know what is going on; so it is necessary to be involved in operations. A rough breakdown of the time of the marketing officer in the Northern Zone is Buying and Selling 35%; Market operations 20%; Management 10%; Collection - reporting statistics 10%; Construction activities - plans 5%; Holding Grounds and Stock Routes 5% and Transport problems 5%.

There are no formal training courses presently being offered in this zone. If and when a scale is available it will be possible to work with buyers and market reporters and weight estimate and possibly grades. It is probably not feasible to train all of them at the same time without disrupting market schedules.

At the present time training consists of on the job activities with one or two persone at a time. This type of training entails considerable time on safari - on the average about 12 - 15 days a month in the field overnite plus numerous day trips.

In this report references have been made as to the improvements that should be made in organizing, in managing, and in supervising various activities.

There has been encouraging progress because there are many dedicated employees. The Northern Zone should continue to improve in efficiency provided it has the encouragement and support of Headquarters, Dar es Salaam.

II. DODOMA - Iringa

Keeping in mind the Project Purpose and Major Activity Outputs outlined in the annual plan of work the following objectives are at varying degrees of completion in the Dodoma zone.

Objectives accomplished during six month period:

Objective: Improve the present facilities and reorganize the sale system at the Dodoma secondary auction market into a model market.

Present Status: With an investment of some 1,800.- shillings entry wings and sorting bomas were introduced to Dodoma market in January 1976. At the same time the new sale order system was introduced where a TLMC expeditor organizes sellers into numerical groups depending upon time of arrival. The results proved better than expected in that each seller willfully cooperates and arrives earlier to the market than before. The ease of handling has not increased numbers to the market, but has shortened regular sale hours.

Projected Activities:

The Livestock Marketing Advisor is now encouraging the market team to implement a modified version of above system into the primary markets. In that early arrival is virtually impossible under the circumstances particular to the Dodoma district, the modified system would simply organize sellers into small groups of 5 to 8 head of stock and allow an orderly entry into the ring.

Objective:

To improve and maintain livestock auction markets facilities throughout the five regions.

Present Status:

Presently TLMC construction is taking the form of bush pole, temporary markets with an average life of five years. Average cost of these markets varies from 2000/- to 4000/- shillings depending on the size and location.

No concrete or pipe bomas are being built in any of the five regions assigned to this Livestock Marketing Advisor (LMA). Under the present situation where the primary markets average only 80 to 100 head of cattle per month, the bush pole markets seem the best investment for the return. However, the question remains unanswered on this level as to " how improved" TLMC facilities must be.

Construction of new markets has gone well in the Iringa, Mbeya regions where six new or renovated markets have been built. Dodoma region is falling gradually behind in maintenance of her 69 odd markets. The problem here seems to be a constantly broken down Bedford truck and a lack of initiative on the part of the construction fundi.

Projected Activities:

A list of markets in need of repair is being prepared. A clear cut program of works is then needed to follow through. A reorganization of vehicles is necessary to keep one on construction at all time.

Objective:

Acquire a new holding ground in Dodoma District and begin facility and range developments.

Present Status:

An area was finally allocated to TLMC/Dodoma for the new holding ground. After much deliberation the area was rejected by TLMC as being inadequate for extensive cattle grazing. Therefore negotiations are under way for a better grazing area about 20 miles west of Dodoma near Kiwe. The original estimate of shs.295,000/- is still a target figure.

Inputs required:

a) Final allocation from Capital Development Authority.

b) Land survey by Capital Development Authority surveyors (No cost to TLMC)

c) Water Development (presently unresearched).

d) Permanent structures:

i) Bomas	15,000.-
ii) Dipping Vat.	35,000.-
iii) Water storage	30,000.-
iv) Houses, store-rooms, Offices	50,000.-

e) Clearing of perimeter	20,000.-
f) Dozer work	70,000.-

Projected Activities:

It is uncertain when Capital Development Authority (CDA) will conduct the survey and make actual allocation. TLMC Dodoma is applying as much influence and pressure as it has at its disposal on Capital Development Authority to complete this transfer. Nevertheless, the Capital Development Authority has persisted in taking its time to allocate any real property to any groups or parastatals. Unfortunately no earnest budgeting or construction can begin until TLMC is certain of where the allocated area will be. Though the project is in limbo, the senior Dodoma staff will continue to press for proper allocation.

Objectives:

To develop and improve the holding grounds in the Iringa and Mbeya regions.

Present Status:

The Iringa- Mbeya staff have rebuilt two former veterinary holding grounds since November of 1975. One is at Mloa near Iringa and the other is at Igawa about 70 miles east of Mbeya. The renovation was in the form of boma and crush reconstruction with each costing around 4000/-. Both holding grounds were essential to cattle movement and internal trade from Iringa to Mbeya regions. Neither holding ground, however, has a large carrying capacity of livestock. Therefore a request has been made for an area between Igawa and Makamaku near Ilembula village. This area is approximately 50,000 acres in size with a constantly running river for a water source. An operating veterinary dip situated at the southeast corner can adequately serve the entire area. The range is bounded on the north by the Tazara railraod and south by the Mbeya highway. Total facility construction costs could be kept well under 80,000/- shillings and only a perimeter bush clearing would be necessary.

Projected Activity:

The development of Ilembula holding ground will continue as outlined above. First the property must be formally allocated to TLMC. Second a survey will be made. Third, construction will begin. Due to the industriousness of the TLMC Zonal staff, there is little doubt that the holding ground will be a real asset inside of this year.

Objective:

To develop a buyer training program.

Present Status:

Originally the idea of a buyer training program consisted of some foredrawn conclusions of a class room practical type school, much like the original shool held by Mr. H.D. Elijah two years ago. As time went on, however, the apparent need for a school of this structure became questionable. The main question raised was " is a large number of new buyers needed now?" The answer seemed to be " no, not now". Therefore the ambitiousness of the original conception has been modified by the Livestock Marketing Advisor to fit the need in the central and southern livestock zones.

Thus far the Livestock buyer training has taken the form of refresher courses for the seven cattle buyers now actively buying in the five central and southern livestock zones. Due to the lack of need no new candidates have been selected for training. The basic training follows this outline:-

I. Explanation of the market system
   A. Market Functions (theory)
   B. TLMC Auction market system.

II. Classification and Grades:
   A. Carcass yield
   B. Tanzania Government Standard Beef Carcass Grades
   C. Basic Descriptive Live Grades.

III. Liveweight Estimation:

A. Factors determining weights of animals

B. Regular practice sessions at Msalato weighbridge.

C. How to balance and operate a weighbridge.

IV. Cost Calculations

A. Study of all costs associat-d with buying

B. Actual calculation practice.

C. Factor reducing costs against the animal.

V. Actual buying in the market.

Projected Activity:

Regular practice of weight estimation is essential and the Livestock Marketing Advisor plans to keep the buyers keen on weights by holding regular practice sessions at the weighbridge. Due to the vast need of experienced men in administrative posts, it is very likely that in the near future TLMC will feel the need to promote many of the original cattle buyers and replace them with new ones. It is here that a more detailed and thorough course will be administered.

Objective:

Develop a buyer feedback system.

Present Status:

As originally conceived the buyer feedback of vital information on cattle purchased and shipped to Dar es Salaam has broken down. The livestock sent from the Dodoma region invariably get mixed with other cattle between the point of unloading and the point of slaughter. The result is that upcountry buyers are unable to correct their mistakes since belated information or no information is remitted.

This problem was compounded by the headquarters insistance upon unorthodox invoicing procedures. The final result was that TLMC/Dodoma obviously continued to buy cattle at a loss.

Fortunately circumstances are now such that this is no longer happening in Dodoma. Buyers know before the animal is bought where it is going and what it will bring. The best buyer feedback system is simply

allowing the buyer to sell the animals he buys. The development of extensive internal trading will force a buyer to do this very thing.

Projected Activities:

Ideally a fool profit feedback system could exist if:

(1) Upcountry buyers keep a keen eye on market price per kilo and reported regularly to TLMC headquarters, Dar es Salaam.

(2) TLMC/Dar es Salaam would buy from regional office just like any other customer. Cash would be advanced or paid on delivery.

(3) Each regional office sold to TPL(Tanganyika Packers Limited) on a carcass basis.

Presently the livestock marketing advisor is, urging the upcountry buyers to report these prices on a regular basis to headquarters. Number (2) and (3) of the above, are ideas suggested by many from within the company at various times. Both are possibilities that may be realized at some time in the future.

Objective:

Develop a livestock market reporting system on a regional basis that would supply weekly market reports.

Present Status:

Two of the four original inputs have more or less been realised. The headquarters directive ordering the Zonal Offices to fill out and send in regularly the market reports has been sent out. And, a standardized cattle grading system has unofficially been accepted. The system has been, nevertheless, slow in coming about. Theproblem seems to be in the cattle buyer's lack of initiative in setting down at three markets a week and recording prices and weights. Since the reporting calls for a person capable of estimating live cattle weights (with some accuracy), cattle buyers seem to be the only candidates. Attempts at encouraging market masters (or other market team members) to accept this job have failed. The real problem seems to be motivating someone to take the initiative to fill outthe reports.

Recording of prices is relatively simple. Live cattle are grouped into ten basic categories.

Steers	Grade I, II & III
Bulls	Grade I, II & III
Cows	Grade I & II
Immatures	
Heifers.	

As an animal that fits the description of a particular category, is sold his price is recorded and his estimated weight is written beside it. The greatest weakness of this system is, of course, relying on a value judgement both of classes and weight estimation. Under the circumstances, however, this system seems to be the most accurate and best suited for internal reporting.

Projected needs:

No public reporting has been done nor can be done until the above system is fully adopted and utilized within the company. Due to the differences in marketing practices, types of markets, and climate between the regions, the likelihood of one particular mode of market reporting seems slim. The needs of each region are simply different.

It would be more practical evolution if each region could publish its own reports each week to be printed in the national newspaper on different days of the week. The Livestock Marketing Advisor will continue to press the central and southern regions to continue submitting the reports.

Objective:

Seek outand develop more " internal" markets for livestock on a regional level.

Present Status:

The term " internal" market is technically taken to mean markets within each region. In truth it amounts to the regional office finding and supplying outlets for livestock without help or direction from headquarters, Dar es Salaam.

In the Iringa, Mbeya and Rukwa regions, this practice has been the rule rather than the exception. The Iringa staff has steadily increased their internal trade since last October. Though often less than 500 head of cattle are handled each month, the Iringa trade has been steadily profitable.

The Dodoma office was slow to begin internal trade due to managerial problems. However in April the first two attempts at trade proved profitable. Since then the lack of cash has hindered further trading. Once a substantial amount of capital is available for trading, the Dodoma office will begin again (the main problem is collecting accounts outstanding).

Projected Activity:

The basic idea behind the trading is buying in locations of surplus and selling in areas of deficit. The Dodoma, Singida, and Iringa offices are all doing this with success.

Objective:

Assist each Zonal Manager in selecting and working with each employee toward improving his skills and increasing his motivation. Also assist in pointing out unproductive and careless workers.

Present Status:

Since early February the Livestock Marketing Advisor has compiled records and recommendations on each TLMC worker in the Dodoma region. The former Zonal Manager, Mr. John Louis, had little interest in reducing his staff as instructed by the Head office, Dar es Salaam. Therefore the recommendations were not needed.

Beginning April 4, 1976 the Dodoma region acquired a new Zonal Manager (Mr. J. Mokiwa) who has taken an interest in reducing the unwieldy staff numbers in the region.

At present a list of employees is being drawn up on recommendation that they be transferred or terminated. TLMC Dodoma is now overstaffed by about eight to ten permanent employees, prior to the last visit from the General Manager of TLMC, Zonal staff (excluding appointed District Managers) could not be dismissed without written consent from the TLMC Administrative Officer.

To get this permission was often slow and extremely difficult. However, upon his last visit to the TLMC Dodoma office, the General Manager gave explicit authority to the Zonal Manager to dismiss or recommend for transfer of any unnecessary or lazy workers with the exception of designated District Managers. The Dodoma Zonal Manager intends to utilize this authority.

Recommendation:

Any organization is only as productive as its worst employee. Good management is simply putting the right man in the right position. TL MC organizational structure is good. Its staffing administration and staff policies are poor. The criteria for manning positions is vague and seemingly arbitrary. A clearly defined, completely objective personnel policy is critically needed if good consciencious, dedicated employees are desired. The management problems of the company can be reduced tenfold by honest personnel selection, training, motivation and supervision.

The Livestock Marketing Advisor is continuing his efforts to encourage reasonable personnel practices.

II. SHINYANGA - MWANZA.

Activities: The first six months of 1976 were primarily in the area of purchasing cattle. In the middle of February the long rains finally broke and with this advent large cattle numbers came on the market. However, the rains were late and grazing never obtained its full potential resulting in lower weight and poorer conditioned animals than normally expected. In addition to this there were parts of the region undergoing drought. There were somewhat higher sales from these areas and of course low quality animals.

In addition to purchases we have been busy developing new market designs to allow for ease and efficiency at both weighbridge and auction markets. The first market of the new design was built at Shinyanga and proved fully acceptable both for function and low building cost. The design was subsequently approved by TLMC headquarters and the works department is finalizing the plans at present.

numbers and also location. From this analysis determination has been made as to size of the market facilities to be built, materials to be used and in some cases discontinuation of some markets in preference to siting in new areas. As an example, Msanga market in the Shinyanga Zone has proved infrequently visited by either farmers or traders therefore the market was discontinued and a new site selected 7 miles closer in at an Ujamaa village.

Market construction plans have been scheduled for 4 major markets to be built before year end. These are Bariadi, Lalago, Mhunza and Kahama. The Bariadi and Lalago are weighbridge markets and the others are auction markets. However, the building plans are the same for all market with the idea in mind that weighbridges can be installed at a later date. All markets in the Shinyanga zone with the exception of a few in the newly added Nzega District are considered existing markets and therefore only allocated shs.15,000.- each for renovation and repairs. Most of these markets exist in name only and have never had facilities. The capacities of the markets are different due to concentrations of cattle in the respective areas.

Obviously markets with large capacities and heavy usage will be more expensive both in size and quality of materials used than in little used markets. As a result of the fixed maximum allocation of money for each market, we have had to redistribute funds. As an example we have recently been allocated shs.60,000.- for 4 markets or shs.15,000.- a piece; however, two of these markets are important centers needing facilities to hold a maximum capacity of 1000 head with heavy usage. This means that cemented timber posts should be used rather than bush poles. The expense for a market of this size is approximately shs.28,000.-. Therefore with two shs.28,000.- markets or shs.56,000.- there must be two other markets whose significance of usage would suggest building facilities of not more than 2,000.- a piece. Analysis shows that two markets, Laini and Bumera could be adequately serviced with shs.2000.- worth of constructed facilities each. The budgeted request therefore for these four markets was:-

Bariadi	shs. 28,000.-
Igaganulwa	shs. 28,000.-
Laini	" 2,000.-
Bumera	" 2,000.-
	shs. 60,000.-

Likewise we are beset with fixed allocations of development funds for holding ground and stock routes. Chibe holding ground has undergone the most intensive development in the zone to date. Bush clearing and building of bomas, goat sheds and renovation of staff housing has taken place. Water development is the next project, total funds allocated for this is shs 34,000/-. Initially we thought of digging a dam utilizing the D7 scraper allocated to the Shinyanga and Mwanza zone. However, it has become abundantly apparent that TLMC Headquarters is not at all concerned with getting the equipment to the field. Also after discussions with Regional water people the cost of constructing a dam to meet our requirements could run upto shs 500,000/-. With these two mentioned factors in mind (lack of equipment and financial constraint) it was determined to ask the Regional Water people to survey our needs, prepare a cost sheet and if within our budget contract them to handle the water development.

The survey to date has shown that Chibe will have a maximum water requirement of 30,000 gallons of water a day and need a 2,000 gallons an hour flow rate. The development will consist of placing a pump and engine with 300 ft head at Ninghwa Dam, running 2" pipe 4 km to an elevated 20,000 gallon tank at the high point of the holding ground. From this it would bepossible to gravity flow water to secondary 10,000 gallon tanks and troughs. The figures are not in yet but the guestimate for pump, engine, 4 km of pipe and elevated tank alone will be around 160,000/-.

This means that funds will have to be extracted from other holding grounds or from other areas of development at Chibe. The additional tanks, troughs and pipe will have to either be forgone or construction done later from some other funds.

Due to the high rail transport cost and high death and shrink loss involved in moving cattle from Shinyanga to Dar es Salaam an alternative means of movement is necessary. The logical solution to this is a stock route and holding ground system. In accordance with this plan in mind, we have been re-surveying the old stock route system from Shinyanga to Kitaraka holding ground a distance of 200 miles.

Along the way we have looked at existing TLMC holding grounds as to development needs and at new areas for the purpose of acquiring more land. From these observations the Nzega - Tabora Districts have the highest holding ground availability and potential. The remainder of the year will be spent in development of water and grazing and bush control at Ipala, and bush clearing at Bukene, stock route from Bukene to Ipala and surveying and gazetting Iyombo. We hope to have a stock route system running from Bariadi thus Shinyanga to Nzega, Iyombo then down to Kitaraka by early 1977. Between Iyombo, Ipala and Kitaraka TLMC should be able to hold up to 40,000 head of cattle in reserve at any one time.

Development in the Mwanza zone has been totally in market construction. Mariba was completed and is in operation, however, construction cost was on the high side. There is presently new facilities being built at Geita. Mwanza is almost exclusively involved in running markets. Purchases are very low. Some attempt was made at supplying slaughter stock at Bukoba, but this proved to be a loss situation and no further efforts are planned for buying and moving cattle to the West Lake area in the near future.

One very important aspect in running a successful company lies in keeping concise, accurate records. This not only allows for proper analysis but increases efficiency and accuracy. The purchase receipts in Shinyanga zone were proving to cause inaccuracies redundancy of labor and accounts postings problems. Therefore, a new receipt was devised which not only gives a more accurate and detailed set of information, but facilitates economic analysis along with accounting ease. It is estimated the new receipt will free 10 man hours of redundant labor a month.

There are many more areas on the zonal level especially in the administration and Accounting areas where improvements can be made. With more exposure these areas will become more visible and workable improvements will be recommended.

POLICY RECOMMENDATIONS:

With only 10 months work exposure in both the Shinyanga and Mwanza zones it is hard to formulate concise and far reaching policy recommendations, possibly with more exposure later on it could prove necessary to revise these policies, However, it appears that the major areas in which policy should be strengthened are as follows:-

1. Seperation of purchasing and marketing activities into separate mutually exclusive functions.
2. Each zone be responsible for its own profit and losses. The present method of TLMC headquarters inventoring Shinyanga at shs 420/ per head for every animal sent to Dar is rediculous.

If Shinyanga purchases an animal it should follow the costing straight through to slaughter, then accept the profit or loss.

3. Establish a proper order system. If Dar sends an order to Shinyanga to purchase animals a written order form is sent with all details i.e. desired weight, grade, kind, sex and amount to be paid. This business of a phone call with no pertinent information as in the case of our recent sheep buying fiasco is assinine. It results in heavy losses, ineffective buying procedures, and finally allows all parties involved to pass off responsibilities. A written order system, signed and dated, will force individuals to take more responsibility for their action.

4. In purchasing cattle, TLMC must have more control over prices and rejections. A strong pricing policy must be formulated and presented to the government. It is also imperative that distinction be made between canning grade animals and red meat consumption stock. Canners should be designated not by weight alone but by condition also and a lower price paid. Cattle for unprocessed consumption should be priced according to demand at terminal or local markets.

5. Zones must have greater control of equipment and vehicles. In other words there needs to be greater overall decentralization and more authority given to zonal areas. It is impossible for Shinyanga zone to do much development work on Chibe holding ground with its allocated machinery at Ruvu or Musoma.

6. It is very important that higher level employees of TLMC (those located at TLMC headquarters in Dar, and designated as Executive staff or headquarters staff realized what areas their authority lie and not over reach these areas.

When the Personnel Manager comes out to Nzega and orders goat transport for an incredible shs 180.- per head this disrupts the whole system. The Chief Accountant must be made aware that he does not run the company but administers to accounts only. We are finding on the zonal level that there are too many chiefs and too much conflicting information coming from them.

7. There should be more interplay among zones and meetings should be with TLMC zonal staff and TAMU advisors not exclusively separate meetings as we now have. There is in general far too little communication and exchange of ideas.

Finally, I would like to mention that there has been some definite improvements in the Shinyanga zone. Markets are now being run more orderly and efficiently. There is less confusion and cattle handling has improved greatly, there is far less beating and mistreatment. Loading cattle on rail cars has improved and again mistreatment reduced. The accounts Department hasaccepted the need for orderly and timely record keeping. Books are now balanced by mid-month following closure instead of 5 months behind as before. Transport care and maintenance has been stressed and scheduled service inaugrated. Staff has been reduced and duties clearly outlined. Seminars are held and monthly meetings between District Managers to discuss various problems, talk about the new developments and instruct on buying etc.

E. Tanzania Livestock Development Authority: (LIDA)

For the Livestock Development Authority the contract has provided the position of Financial Management Advisor. Under the Authority there are the following parastatal organization for which financial control systems and management have to be initiated. LIDA itself as the parent organization with the following subsidiaries:-

1. Tanganyika Packers Limited (TPL)
2. National Ranching Company (NARCO)
3. Tanzania Livestock Marketing Company (TLMC)
4. Dairy Farming Company (DAFCO)

6. Transportation and Equipment Company
7. National Poultry Company.

These parastatals are all relatively young organizations and are not yet in sound financial and efficient management systems.

F. RANGE SCIENCE ADVISOR:

The responsibilities of this position are national in scope and relate to all the producing parastatals such as NARCO, DAFCO, UJAMAA ranches, DDC ranches and to the holding grounds of TLMC.

The following is a summary of work accomplished and in progress during this reporting period.

1. Preparation of development and management plans for ranches. Two ranch plans completed (Appendix III).
   Kisasiga DDC Ranch, Nzega
   DDC ranch, Dar es Salaam District.

   In process one ranch near Bagamoyo for Zanzibar.

2. Trek routes and holding grounds:

   a) Prepared guidelines and format for collecting resource information and stocking rates for holding grounds (Appendix II)

   b) Provided resource inventory information on several of these(5)

   c) In process of making plans in the field of 5 holding grounds.

   d) Investigated and helped to collect data for development of a plan for a trek route from Kilosa to Songea by way of Mahenge vicinity.

3. Review of ranch plans for development and management (five) Appendix IV
   Morogoro DDC Ranch
   Dakawa and Mkata II
   Ngorongoro Ujamaa ranch
   Ujamaa ranches at Singida and Dodoma Districts.

4. Alternatives for pasture grass and legume seed were prepared and analysed. Recommended using existing crop seed farms and machinery. Investigated and made preliminary arrangements and specific recommendations for 1977 planting of grass plus legumes on the Arusha farm.

   In process of investigating the farm at Kilosa (Msimba) for same purpose. Also, in process of firming up and getting approval and procedure with Tanzania Seed Multiplication program, seed committees and USAID.

   Ordered and received seed of cenchrus ciliaris varieties and other seed from USA for 1977 planting trials and evaluation.

5. Prepared technical guides on 5 practices (Appendix V)
   - Proper grazing use
   - Brush control
   - Grazing system
   - Legend
   - Animal units/stocking rates.

6. Prepared and presented report for stocking rates and on seed production at the Tanzania Livestock Production Society Annual meeting. Appendix VI. Attended NARCO ranch managers conference. Also attended meeting on remote sensing.

7. Training - the above work was carried out in cooperation with B.O. Jalli of LIDA and with other personnel in the field on ranches and on holding grounds. Some training is involved in this work. No formalized training was carried out.

Livestock Sub-Sector Analysis:

The field work for the meat animal sub-sector study was completed during the early part of this reporting period and the data has been processed. The final editing of the report is in progress and will be

released during the next reporting period. In addition to the field trips and observations and investigations by the several specialists there was an indepth interview of some 800 traditional livestock producers. These producers were located in the most intense livestock producing areas.

Commodities:

The jeep wagoneers procured for the project are all nearing the 20 thousand mile mark on their odemeters. Considering the stress of the terrain they have to cover they are holding up remarkably well. Naturally more and more parts are giving way and down time of vehicles is a problem. Spare parts from commercial sources are practically non existent. An order for basic fast moving spares has been placed and should arrive by early September.

No definite action has been initiated toward acquiring library materials for the zonal offices. Sample copies of several books have been ordered for evaluation purposes.

It has been proposed that weighbridges for training purposes be purchased and installed but to date no definite action has been taken.

Photographic equipment in the form of cameras and film have been requested but have not yet arrived in the field.

Other commodities pertinent to the effectiveness of the project will be requested and procured on a timely basis.

Problems:

The one basic problem that has plagued the staff assigned to TLMC is insufficient office space. This is also true to a certain extent of the field staff and those assigned to LIDA. Hopefully some of this problem will be eliminated when the company moves into the new office building on Nkurumah Street.

For greatest efficiency each technician should have an office of his own or share an office with his counterpart. Over crowded offices create poor working conditions and develope poor work habits among the staff.

Recruitment of staff is a problem since there are not an abundance of technicians available for technical positions. Housing for technicians coming on board is also a problem. LIDA has been informed of several houses that are now vacant and it is hoped that they will be able to have one of these assigned for the water resouce advisor that is under recruitment at the moment.

Finding reliable mechanics and obtaining necessaryspare parts is a continual challenge. When our order of spare parts arrives this problem will be partly solved, although there will probably be some difficulty in arranging for storage and inventory control of these parts. USAID maintains a shop and warehouse in Arusha for the Masai project and so far have a policy of sending all spare parts to that warehouse. Since we have more vehicles in the Dar es Salaam area consideration is being given to establishing a ware house here.

ADMINISTRATIVE REPORT

CATEGORY	Total Budget: From: 12/1/74 Thru: 12/31/76	Accumulative: From: 12/1/74 Thru: 5/31/76	This Period: From: 12/1/75 Thru: 5/31/76
SALARIES AND WAGES:			
U.S.	$ 435,000.00	$296,023.53	$123,477.30
Local Country National	11,658.00	4,471.34	2,049.66
INDIRECT COSTS:			
On Campus	39,000.00	28,021.87	12,303.40
Off Campus (None LCN)	150,000.00	98,915.93	40,832.02
ALLOWANCES	100,000.00	68,438.90	37,154.87
TRAVEL & TRANSPORTATION	174,658.00	139,439.41	20,465.74
EQUIPMENT & MATERIALS	20,946.00	6,334.22	924.80
PARTICIPANT COSTS	65,543.00	23,837.49	20,355.98
OTHER DIRECT COSTS	75,000.00	53.679.12	29,916.40
TOTA:	$1,071,805.00	$719,161.81	$287,480.17

NUMBER AND POSITION OF PERSONNEL EMPLOYED

TEXAS A&M UNIVERSITY

Professional Long-Term	Position Title Off-Campus
1	Chief of Party (Field Marketing and Project Advisor)
1	Financial Management Advisor
1	Livestock Marketing Economist
3	Livestock Marketing Officers
1	Range Development Officer
1	Range Management Specialist

Professional Short-Term	Position Title Off-Campus
3	Agricultural Economists

Professional	On-Campus
1 (87 1/2% time)	Campus Coordinator

Non-Professional	On-Campus
1 (20% time)	Administrative Assistant
1 (50% time)	Accounting Assistant II
1 (50% time)	Senior Secretary
1 (30% time)	Clerk III