

THE STRANGE CALL OF THE WILD

Beyond the Man Eaters of Tsavo

Mafuz's Sunni male grand parents, on both sides, came to East Africa, from Kashmir, to take part in railway construction, at the turn of the century. Whilst they were labourers, their sons became engineers in the railways. Their grand sons are in every business found in the region. In Mafuz's case, he studied up to High School level at Wumuni capital. After that he became a medical representative i.e. a drugs salesman, in the region. This was in the late fifties and early sixties. These were the independence years of hope in the region. He did not emigrate for his qualifications would not have assured him jobs in the mother country, Canada or the United States. He had moved to Makangaa for there were many salesmen at Wumuni. Since he was enterprising, and, at peace with the African population, he looked to the future optimistically. He was convinced that his personal and the region's futures would be in business and not in employment - even in railways!

By 1968, Mafuz decided to move back to Wumuni from Makangaa and go into business. Since he had showed unusual interest in car racing, three Europeans, who not only dominated the sport but also the management of most of the vehicle selling companies at Wumuni, talked him into employment in the leading German motor vehicle selling company. He was trained by them in Germany and worked in England and the United States for them. But, in keeping with his philosophy of self-employment, he kept looking for a niche. Since the same Europeans were the main vehicle and electrical vehicle goods suppliers to the Wumuni government, he saw that if he became a vehicle electrical goods supplier he could survive. By 1970 he was able to get a few government vehicle electrical maintenance contracts. This aspect of his business was to grow spectacularly over the next decade.

One Saturday, the starter motor of a tractor ploughing on the farm belonging to Wumuni's President broke down. The agent - a multinational company-could not find a replacement. Mafuz was called by one of the three Europeans to try to fix it. This he did. When the tractor was restarted, the President came out to see. He subsequently invited Mafuz for a late lunch and demanded to know how he could assist Mafuz. Mafuz told the President that he would appreciate getting a long-term electrical maintenance contract for government vehicles and equipment. The President wrote a memo to the relevant ministry. Until that President died, at the turn of the decade, this extremely lucrative contract was honoured. Mafuz used it to become the agent for the leading German and Japanese vehicle electrical goods multinationals that were trying to break into the ex-colonial market dominated by British equipment suppliers. His business expanded tremendously. He brought his brothers and other relatives into the company so as to keep management and ownership in the family as most descendants of the Kashmiri in the region were doing.

When a new regime came to power, it, of course, had to organize its patronage. Mafuz lost the exclusive contract while he was in the middle of de-linking with the brothers and other relatives for they had looted the company to bankruptcy. He argues that they bought urban real estate, went into transportation and further profligately spent the wealth on non-essentials. He was not on top of the business's finances for the company had grown so large that he was spending all his time negotiating with agencies for

supplies overseas. Business troubles led to domestic problems and Mafuz separated with his first wife who was from the same community.

Hearing, Speaking and Seeing No Evil

After the collapse, he restarted by having a spares shop within his garage. However, within a short period, out of contacts he had with some donor agencies, he was approached and given a contract to supply suitcases, clothes and other essentials to UNHCR, which was repatriating South African refugees. He was able to save the agency 80% of the cost of providing for the refugees provisions as had been quoted by international companies. This contract was so profitable that he was able to start a procurement company. Up to 2002, his main business activity is international procurement for multilateral and bilateral donors. He would not say how much money he makes but some of his clients claim he has the most significant procurement companies in the region. He was involved in procurement in Uganda when Amin left, in Somalia when Barre left, in Zaire when Mobutu left, in Mozambique after independence, in Rwanda and Burundi with the current governments and also with some governments in West Africa.

After being bankrupted by his family, Mafuz's buddies became the international workers and politicians across the continent. He tolerated the European ex-colonial managers. They, he argued, understood only the colonial period and not the new challenges of developing the new continent. Since he understood this, it made him attractive to the international aid bureaucrats, African politicians and senior bureaucrats. A generous man, he contributed to the development of their fast life and economic development, in spiritual and material terms, including being clients at the tented camp or the lodge he was to develop.

Swimming With Crocodiles

For fifteen years before 1985, Makangaa was in civil war. The eventual winners established some kind of peace and within a year investors were flocking around to divine, in an African sense, the pickings. The most lucrative government driven businesses were in procurement of materials for the public sector. Materials needed ranged from arms to paper clips. Although Mafuz lived in the neighbouring Wumuni, he was constantly in the country. We do not know the full extent of his operations then but he benefited not only from contracts but also from getting a chance to buy some strategic urban public plots. When the triumphant President took over, Mafuz became one of the government procurement sources. The Minister of Tourism, who had been a high school classmate, facilitated this. The President, within six months, asked him to contribute towards the regeneration of tourism. Mafuz accepted the challenge and started the Goodies Tour Company at the capital of Makangaa. The first General Manager of the Goodies Tour Company was Zanzibarica.

When we met Zanzibarica, at the turn of the century, she was in her early thirties and was in her tenth job in ten years. Her dentist father had come to Makangaa from the United States when she was young. She grew up in Makangaa and thus, in her estimation, became an expert on the country even though she never saw a college door. Her mother, a perennial optimist who sought to turn her into a lady, used to tell her that she would make it for she had beauty, brains and drive. She understood natives and wildlife. The mother did not live to see how competition from the natives and the expatriate whites would bruise her daughter and turn her into a gold digger.

This turn of the century year, she was kicked out of the Goodies Tour company job with twenty thousand dollars missing from the books. Some of it had been subvention from Mafuz's procurement companies while she argued that the tour company was not making enough, not even to pay staff.

Mafuz did not just start a tour company when requested by the President of Makangaa. He also started a tented camp. As a logistics expert, Mafuz had familiarity with establishing tented camps for many bilateral and multilateral donors in various emergency situations on the continent. He knew it would be cheap. His initial idea was to make it exclusive, catering for about twenty people. He thought that it would be easily financed from revenue and would become his cute retirement base. He did not bring family members into either the tour company or the tented camp given their history of mismanagement of the vehicle electrical goods company. He tried to interest his businesses colleagues but they told him that they would join later for they had their priority projects at the time for Makangaa economy was growing at the rate of 10% per annum. There were many business opportunities.

The President and Prime Minister of Makangaa did not particularly like the idea of just a tented camp. They wanted a prestigious tourist lodge, which would be useful in the campaign of putting Makangaa in the lead of African tourism. They therefore decided to give public land, located inside Mueni Park, on which the lodge was to stand, so that Mafuz could raise money either from the banks or from donors using it as collateral.

A Ride on the Wild Side

Mueni Park was the biggest public wildlife park in the country. It covered fifty thousand square kilometres. It had mountains, plains, lakes and rivers. One of the greatest rivers of the earth passed through it. Its geology spanned the basement rock and the volcanic system. Consequently it had the full range of all African flora and fauna historically. The civil war years had damaged the flora, fauna and infrastructure. They were used as income generating projects for the hustling individuals, companies, government departments and a plethora of private armies.

When the tented camp was established, it was clear to Mafuz that his constant travel to many countries, would not leave him any time to manage the tented camp, expected to later evolve into a prestigious lodge as defined by the President. The initial camp manager was Mwende, an exiled daughter of one of his African clients in the donor community. After she was there for three months, she convinced Mafuz to hire her Norwegian boyfriend- Mululuki, the son of another of his clients, into the management of the tented camp as her assistant. Both became so wasteful-feeding steaks and coke to the camp labourers- that he had to fire them and get his second wife to assume management although she was based at Wumuni. We should note that Zanzibarica manipulated these initial camp/lodge managers so much that she was able to fleece the tour company whilst denying funds to the tented camp/lodge operations.

Mafuz had married Mellifera, an American psychologist of German extraction, ten years previously. They had met when she was "touring" the continent after a divorce. Mellifera had gone to the right schools in the Midwest of the USA, as befitted a scion of one of the areas industrial families. The family monopolized the industrial bearings business in the region. She had travelled extensively with her parents growing up and (by herself) after finishing her Ph. D. in psychology. As long as she remembers, she has

always been enamoured by the call of the wild. This was a complex call. It did not just include wildlife but also the peoples who lived in close proximity to the wildlife. Her thesis had been on the use of animals and their images in the treatment of schizophrenia in the developed world. It had been turned in to a textbook. She had never gone to the shop, as her mother called the plants where the family business was conducted. Her travels and research 'qualified' her to manage a tourist camp- and later a lodge, so she argued with Mafuz when he started objecting that it would distract him from the lucrative procurement businesses. She is the one who identified Zanzibarica as a manager for Goodies Tour Company. They had met at the American club in Makangaa's capital.

When Hawks and Spotted Guinea Fowls Mate

In 1990, Hassan was a thirty something hotshot in the headquarters project identification department of the IFC. He had studied in Beirut, London and Pennsylvania. Since he was very smart, he had been given green card on the recommendation of his professors whilst still an undergraduate. He was the youngest internee at the IFC headquarters before being hired as the youngest project officer. In private conversations, he attributed his drive and achievements to his father, the most erudite Shia scholar in Iran in the fifties, who had taught him the ascetic traditions of both classical Iranian society and Shia traditions. As an only child, he was to inherit the extensive family real estate in downtown Beirut where the family had transferred its wealth after the Shah's attack on his family.

Travelling in the region to identify projects, Hassan was approached by the Prime Minister of Makangaa to fund Mafuz's Lodge. AMSCO was also in the region strategizing on ways of expanding its management-training programme on the continent. Discussions with the IFC and other international financiers were held on whether they had projects, which could use AMSCO's specialist training in management. Informal contacts between Mafuz, the IFC and AMSCO, after a general conference by the Head of AMSCO in Wumuni's capital, where IFC and AMSCO regional Offices are currently located, ultimately led to AMSCO taking on the Lodge as one of its projects. AMSCO was to raise a grant from a Dutch donor to finance a manager and management training whilst IFC would package the development funds. AMSCO ultimately signed a contract with the Tourist Lodge Ltd. to provide a General Manager and to conduct training for the lodge staff over three years. The contract further specified that the Lodge would pay AMSCO a management fee and would also pay for part of the training. A subsidiary contract between AMSCO and its sponsored General Manager specified that he would report to the Tourist Lodge Board. Mafuz, his wife and son, the Lodge Board members then, lived in Wumuni. One sleeper board member was from Makangaa. The AMSCO General Manager therefore, in practice, reported to Zanzibarica, the MD of Goodies Tours.

The prime mover, within AMSCO, in making these arrangements was Rowland. He was from East London in the UK. His brains and doggedness enabled him to escape from there and the dreary English weather. He studied in his city and Wharton where the only competition in numbers came from Hassan. By 1996, he was the Senior Projects Officer for AMSCO, a company funded by the UN and the World Bank, among others, to develop management skills on the African continent. He was to rise to become the Regional Director Africa by the turn of the century. Rowland prized his tan. It was a subject of delight to him in the halls of global financing for the tan showed that you

were going to those fun under developed places and you were doing serious things there. Further, in his opinion, only the dour stayed sallow at the offices of development agencies and banks. His tan, for which he worked very hard, contrasted dramatically with Hassan's sallowness. We should note that in three years he visited the lodge only twice. You see it was far from the Makangaa's capital!

When Boys Are Elders

During numerous tense meetings with Mafuz, Hassan repeatedly pointed out that the IFC would demand solid security if it was to lend to Tourist Lodge Ltd. Since the IFC was also funding the Makangaa Development Bank, he suggested that Mafuz get in touch with it to pick up some of the financing. In being given the lodge site, Mafuz was the first person to 'privatise' public parkland in the region. Others followed. He intended to use the title as collateral for borrowing. He assumed that since the money he was to get, through the Makangaa Development Bank, was originating from the IFC, he could use the same title deed to secure both loans. Through the Office of the Prime Minister of Makangaa, on instruction of the President, Mafuz was given title to 100 hectares of one of the prime sites in the key national park. The land was deeded to him for twenty years. This was to be challenged later by the Land Administration Authority and reversed for some official signed it without this ultimate land administration body knowing. It was to be reinstated, on Presidential signature, later. Mafuz further got five years tax grace period. Given "development and operational" losses, it then was doubtful that taxes would be paid in the twenty years of concession. Other bureaucrats challenged the tax concession one year after beginning the lodge construction. By 2002, the tax authorities in Makangaa were harassing Mafuz constantly to pay taxes from the first year.

Mafuz was in his element in planning this lodge for he had started Goodies Tour Company five years before over and above many other companies which "did logistics and procurement" to quote him. He used its MD, Zanzibarica, and other staff to gather information not only about the site but also about the sources of construction materials. He was therefore familiar with the park's advantageous sites. The site he selected was near one of the most famous falls on the eastern bank. Other tourist attractions were a chimpanzee trail, game and bird watching safaris, fishing in the famous river, white water rafting and cruising for game watching at the falls. The site was about 120 kilometres from the nearest town and three times that distance from the capital city. It was literally in the bush.

By end of 1995 Mafuz had "invested" US\$ 1.4 million of "his private funds" in the tented camp and lodge construction. Note though that, whilst approaching different parties for finance, he specified that he held (40%), his wife (40%) his son (10%) and a Makangaa diplomat, who he claims was working for him, (10%) of Lodge Ltd. shares. Further, Goodies Tours held debentures on the Lodge. Mafuz argues that after investing all this money and not completing the Lodge, it became clear to him that he could not complete the lodge without borrowing. IFC and the Makangaa Development Bank were advertising extensively that they had funds for developing the private sector in response to the need to pull the country out of the doldrums of the civil war. Since the Makangaa President was committed to privatisation, he should be supported. In these circumstances, Mafuz formally sought an IFC loan of US\$ 6000,000 to be used in completing the lodge. The feasibility study, conducted by an IFC consultant, called for planned occupation of 34% rising up to 48% in three years from 1997. To achieve

these targets, Mafuz also sought to borrow a further US\$ 600,000, using the lodge land as collateral, from Makangaa Development Bank. This was to be used in operations -essentially to buy vehicles to transport people from the capital to the lodge, and also to be used in procuring supplies for the lodge. During initial construction of the tented camp and the lodge, Mafuz raided staff from Goodies Tours to supervise all the procurement, construction and accounting. His wife, the first MD of the Lodge then, operated from his flagship offices headquartered in neighbouring Wumuni. The contractor and building staff were from Wumuni. Mafuz asked Zanzibarica to second Narayan, the Goodies Tour Company accountant, from the capital city to the site. Mafuz's "plan" called for a bloc with sixteen double bedrooms and an executive suite; a general managers house; four cottages with two double bedrooms; five cottages with single double bedrooms; a thirty five meter deep borehole; a water purification plant; three generators rated 25 KV, 100 KV, and 150 KV; three water storage tanks: water pumping system and junior staff houses. There also was supposed to be four new four-wheel drive tourist vehicles, a supplies lorry, two small supply pickups and a manager's car.

Why The Zebra Got Stripes

The General Manager for the Tourist Lodge, identified by AMSCO, interviewed by Mafuz and hired by AMSCO, was Blaine. Blaine grew up in the lush valleys of the Mani Mountains in Kuasa. His Scottish great grand parents had privatised, through the barrels of gatling guns, the two hundred thousand hectare estate from the natives before the establishment of proper colonial government. This was one of the most successful estates on the continent for it produced tea, coffee, timber, milk, beef, cheese, grains and pulses over and above having a flourishing private game park. It had been evaluated, at the beginning of the decade of independence, as the African farm with the highest return per hectare. The family was extremely wealthy. However, ten years after independence of Kuasa, the government turned the estate into an agricultural university. Even though the family used their political and economic power to get some compensation, the Scottish pater familias put all the money in blocked investments. Members of the family could get only the interest income, in increasing amounts, after they turned fifty-five.

In 1997 Blaine was fifty. Since his father had a premonition that the family would loose the estate, he had insisted that Blaine study the hospitality industry over and above his detailed knowledge on construction and management of labour, grounds, plant and wildlife acquired as he grew up and worked in the estate. The father had drilled him in-house for eventual management of the estate. Management in this case meant supervising experts not being an expert. He studied the hospitality industry in the UK. He had managed hotels for a quarter century on the continent and in the UK for a short stint. He primarily worked for an English multinational, which since the late fifties had interests in farming- including his father's estate- tour companies, hotels and the motor industry. The largest shareholder in this company was his father. He was a driven man who applied himself if the returns to self were equal to his evaluation of self. No job was beneath him in those circumstances. If the circumstances were not right, he knew how to trade materials and influence. He had married a childhood sweetheart - Magmata- from the neighbouring estate who mirrored his commitment to hard work and openness, again if the returns were right. Mafuz was to argue later that Blaine used his sojourn at the lodge to trade for himself whilst becoming part of the nearest town social elite at the expense of the lodge.

Elephant Rituals

When Hassan was posted to the regional IFC office at Wumuni, early in 1997, he was asked to complete the review the Tourist Lodge proposal and the consultants' reports. He was familiar with them as a project officer at the IFC headquarters. On principle senior headquarters staff had earlier made the decision that the loan would be given. What was outstanding, for final contracting and disbursement purposes, was the issue of security to back the loan. Mafuz assured him that the lodge land would be available as security for the IFC loan. Hassan decided, and sent a memo to his regional boss, that if IFC were to finance the lodge there had to be professional management put in place over and above the issue of securing the loan. Hassan further argued that conditions for breaking the Lodge Ltd. and IFC loan contract should include specification that failure by Tourist Lodge Ltd. to carry out contracted obligations to AMSCO should lead to automatic termination of the IFC financing contract. These recommendations were accepted and the loan agreement signed by the middle of 1997. Disbursement did not start, as envisaged, in July 1997. The Makangaa Development Bank loan was signed in July 1997 and disbursements started in August 1997. These funds were sent to the Mafuz flagship office at the capital of Wumuni.

As Hassan was reviewing the IFC contract, the President of Makangaa "visited" the "lodge" and Mafuz won the Makangaa national award for Investor of the Year.

When Blaine was appointed General Manager of the Lodge, there was no handing over for neither the Tourist Lodge MD nor the Goodies Tour Company staffs were on site. Zanzibarica had recalled the later company's Hindu accountant, Narayan, to the capital one day before Blaine arrived. Since the tour company was collecting revenue, as it booked clients, it kept the money. Consequently the funds never really reached the Tourist Lodge for they were sent to Wumuni, when not being privatised. In any case, Tourist Lodge did not have its own account until long after Blaine had been appointed General Manager.

Blaine noted in his inception report that the lodge was inaccessible for three quarters of the year for the park's access murrum road had not been graded for many years. Only 50% of the planned development and 60% of the staffing was in place. Some key buildings, for example, the manager's house, had not been constructed. There were only mud and thatch housing for all other staff. The main bloc was only half done. The rondavels were incomplete. Finishes were incomplete. There were four old pickups. There was no vehicle for the general manager. The bulk of staff had been recruited from communities near the site and had absolutely no training in any of the necessary skills in running a lodge. Consequently there were no catering, housekeeping, fire, procurement, stores, maintenance or accounting systems in place. But, perhaps most serious for a new lodge, was lack of a marketing strategy with clear specifications on activity, timing and moneys to be spent on them.

Blaine's activities, for the first year, concentrated on doing the mundane at the lodge e.g. getting grass cut, coaching of kitchen, front office and housekeeping staff and acting as the driver and procurement officer. To improve occupancy and cash flow, he argued for slashing the charges for local tourists by fifty percent. He fought for this until it was granted nine months after taking over. He also fought constantly to get all the moneys paid by tourists to the Goodies Tour Company to be handed over to the lodge.

This fight he lost. During the ninth month of his tenure he got a memo from Mafuz stating that: "All the financial control for Tourist Lodge rests with the Group Financial Manager". Whatever remedial development he did was from the payments of the occasional walk in clients. He collected local materials to do some creative things like thatching torn tents! Bed occupancy rates increased from 5% to 25% over the year. The planned assumptions that year one-bed occupancy rates would be 35% were not achieved. Mafuz argues that over and beyond this, Blaine made money for himself by selling his own liquor. Normally this is a major source of revenue for tourist hotels. Since money was lacking, maintenance, insurance, and statutory payments were not paid for. Staff salaries ran three months late on average over a period of one and a half years.

Why Camels Drink Little Water

1998 was a momentous year for Mafuz, his managers, his donors and tourist-oriented businesses in Makangaa. Mellifera broke her legs, which got infected and was crippled by February. The same month, Zanzibarica was fired for twenty thousand dollars were missing from Goodies Tour Company books. Ahmed, Mafuz's relative, whose career had been in vehicle sales at Kuasa and later an engineer in the hospitality industry in Canada, replaced her as MD of Goodies Tour Company the same month. On the last day of February, AMSCO suspended its contract with Tourist Lodge for Mafuz had not paid the contribution to AMSCO management fees. On March 10th, Blaine got a letter from Rowland telling him to go on leave immediately since the AMSCO contract was suspended. Blaine was to hand over to Ahmed although he was going on leave according to a letter co-signed by the Lodge Ltd. MD - Mellifera- and the Group MD- Mafuz- sent to him the same day. He wondered why one going on leave had to hand over. While on leave he got another letter from Rowland on April 1st. It stated that that his contract would be terminated for Mafuz was not paying the contribution to his salary and benefits as well as management fees to AMSCO.

When Blaine came back, in June, to pack his things, he found out that Mafuz had paid the AMSCO management fees on March 5th, before Rowland wrote the letter informing him that he would not serve the remaining two years of his contract. He sought legal advice and was paid an extra six months in lieu of notice so as not to go to court.

When Blaine was sent on leave, he was "replaced" by Ahmed as General Manager of Lodge Ltd. Rowland did not know this until three months later when pay claims, for a new AMSCO General Manager, got to his desk. He had not been to Makangaa since December 1997. Mafuz had hired/transferred Ahmed at that position without the knowledge of Rowland, the AMSCO task officer who was responsible for identifying General Managers to be hired by AMSCO and seconded to client companies, six months before. He had been parked at Goodies Tour Company as an "accountant" to collect data on the unsuitability of Blaine as a General Manager of Tourist Lodge. He had been sending this data to Mellifera, who then was MD Tourist Lodge. She was using it to complain to Rowland about Blaine's incompetence. On two occasions she had submitted her draft complaints to Rowland for editing before she formally sent them. She blind copied these to Hassan.

Shall We Dance the Giraffe Dance?

Mafuz became the MD for Tourist Lodge given the incapacitation of Mellifera in February. He got a letter from Hassan on March 2nd informing him that the contract with

IFC was cancelled since he had not paid the AMSCO management fees. He had a heart attack in June and for the balance of the year was spent in and out of India and UK.

Hassan was transferred from Wumuni to Kuasa on promotion in April. In July, Rowland was transferred from Europe to Wumuni, on promotion, to "be near his clients".

Since Mafuz had reinstated management fee payments to AMSCO on March 5th, he sought to reactivate the IFC contract and failed. The AMSCO suspended contract was reactivated. However, new complications arose with the donor who had given the grant. Claims sent by Mafuz in his capacity as MD Group and co-signed by Ahmed, as the General Manager Tourist Lodge, were constantly rejected although they had been passed by AMSCO. The donor also insisted on getting Tourist Lodge operations reports. These appear to have been partly copied from Blaine's earlier reports and sent. More serious was the controversies on submission of financial data. Each tranche led to five revisions on the average. It is interesting that the lodge operations reports submitted do not show bed occupation rates for 1998, 1999 and the first half of 2000.

AMSCO continued paying for the General Manager of the lodge intermittently in spite of the fact that they never evaluated his curriculum vitae until he had been on the job for a year! Mafuz argues that they still have not paid twenty thousand dollars due for the contract was not to end until the end of 2001! Since the General Manager is a distant cousin, who grew up at Kuasa, he has been absorbing the pay losses! One should though note that the share ownership of the Lodge, in 2002, is Mafuz 37.5%, Mellifera 37.5%, Ahmed 15% and Mafuz's son 10%.

When Hyenas Call

1998 was also a very bad year for the lodge for a variety of reasons. One Hindu owned multinational from Wumuni opened a hotel type lodge with 100 beds across the river from Tourist Lodge. This started the raiding of staff from the later. The original multinational went bankrupt after two years and was sold for a song to another Hindu owned multinational, from Makangaa, which has not only very good connections, at the highest levels of the country's political and business leadership, but also deep pockets to absorb its lodge losses in the combined group balance sheet. It is a dominant actor in industry, power generation, marketing, agriculture and agro-processing, real estate and beer making and other tourist operations in the region. It is not just that trained staff are raided from Tourist Lodge. The fact that this multinational's tourist operations elsewhere can feed tourists to its operation next to the later means that there is severe competition for those who want to get to Mueni Park. In general those with hotel type construction attract a richer clientele than those with separate rondavels, as found at Tourist Lodge, in the region. Since there were cash flow problems at Tourist Lodge from 1997, the anticipated structures have not been completed to allow it to get into the higher paying tourist market.

The second component of the AMSCO contract called for training in all aspects of the hospitality industry. Blaine and his wife state that they "coached" the initial staff of eight. Three were waiters (including the barman) two were chefs and three were room attendants. Of these eight, three are still on the job in 2002. They currently are the chef, the assistant chef and the barman. Those who left were two chefs, a bar man and two waiters. Thus retention of the original trainees is about 38%. Blaine had recruited an engineer, electrician, and professional accountant. These were imported from

Wumuni. They were not trained and when Ahmed's management came on stream, they were fired to reduce operating costs.

The second training took place under Ahmed's management, which reduced permanent staff, who had been hired by Blaine, from fifty-five to sixteen i.e. a staff reduction of 70%. These are four room attendants, three barmen, six waiters, two chefs and one accounts clerk. In files are cvs of three English trainers who trained fifteen of the sixteen at different times in 2000 and 2001. The last, the only woman on staff, who doubles as acting manager when Ahmed is not there, did not get any meaningful training. Six of those trained have left. These are two room attendants, two barmen and two waiters. This translates to a retention rate of 60%, which is a great improvement over the original recruits. Ahmed argues that this is so for staff terms and condition of service, housing and responsibilities have changed positively. One should note that there is doubling of jobs. For example, the barmen double as waiters or kitchen assistants when needed. Further, the female accounts clerk covers the front desk as well as undertaking procurement.

There is no data on the contents of this training programme just as there was none for the earlier coaching by Blaine and his wife. But the grounds covered are again broken down into dining, kitchen and rooms. There are suspicious training evaluation forms. All of them include only superlatives and the marks show similar writing. Of course there are hefty overseas payments to some accounts in banks without giving the payee names or reasons for payment. Mafuz complains that although trainers were contracted to train for two weeks duration, they took two months each! Ahmed argues that their training was academic and not practical and tied to the circumstances of the lodge then. They must have had a good holiday, Ahmed declares! It is argued, in AMSCO files, that the trainers took so much time since the personnel were recruited in the local communities without much formal education or work experience before joining the lodge. This argument is countered by limited interviews of the original three musketeers still in employment. Of the three, two come from very educated parts of the district. The accounts clerk is not from the region. People from without the proximate community therefore fill 75% of the key lodge positions below the General Manager. The dominance of local recruits in the low ranks can be explained by the need to limit staff costs instituted by Ahmed over the past four years.

Which Way Hare?

By 2002, some of the other key issues for the Tented Camp/Tourist Lodge are much tighter management, failure to complete capital development, problems with operating capital, better bed occupancy rates, lack of systematic national promotion of tourism, and structural threats to the tourism industry. Ahmed, who runs like a spinning top, is not just a chief executive but also a procurement officer assisted by the accounts clerk, engineer, electrician, plumber and shareholder. Structured procurement, storing and disbursement systems are tightly supervised. All staff doubles for the necessary activities. Temporary staff is hired for groundwork. Yet Ahmed does not have an experienced and effective assistant. He has post phoned his leave until a donor can provide an expatriate manager.

Twenty-six units were planned for the lodge. Twenty-one are built now. The masonry for the manager's house is done but there are no funds to continue. So the manager uses one of the rondavels. The planned presidential suite, planned as necessary for giving

the lodge face, is yet to be started. For the last four years, there have been a constant forty beds to rent. The original three generating power plants are still in place but it is clear one does not need the 150 KV one. It is yet to be sold. Fourteen vehicles have been bought since 1985. Only five remain and they are old now. There is no capital to replace them. For some tours the company hires vehicles. Significantly, the manger's vehicle and a lorry are missing.

The total investment since 1985 is US\$ 2.7 million, including US\$ 600,000 loaned from the Makangaa Development Bank and yet to be paid. Bed occupancy rates were 47% in 1988, 11% in 1999, 17% in 2000, 10% in 2001 and 19% in 2002. It is expected that the company will be able to pay for all staff, including the General Manager, in 2003. It will not be able to either service the loan or make a return on capital invested that year or even replace vehicles. Renovations are out of question. The murrum access road from the nearest town was redesigned three years ago and constantly re-graded using donor funds. It is in good condition but the lodge is afraid that once the donor stops funding the project, the Makangaa Parks department will not have the funds for maintenance. More threatening to the industry is the lack of promotion by the national government of the tourist sector internationally. Tour companies and lodges have to attend the international tourism fairs to promote their products. That is not all. There has been outbreaks of killer diseases like ebola in the country during the past four years. In 2001 when one outbreak was extensively covered internationally, the European and North American embassies issued alerts against travelling to Makangaa. This led to 90% cancellations in loge bookings nationally. The industry was yet to recover from this when the government was attacked by several liberation fronts. Again alerts were issued by the embassies from the countries supplying most tourists.

QUESTIONS

1. What are the necessary and sufficient environmental and managerial conditions for the success of tourism business in Makangaa? Can they be generalised to other African countries? Why?
2. Why did Mafuz hire the managers he did?
3. Was Hassan justified in making presentations to his superiors to cancel the IFC loan contract for Tourist Lodge? What motivated Hassan to take the decisions he did?
4. From Mafuz's point of view, why was Blaine not a good manager?
5. Was the financing of the project adequate or inadequate? Give detailed reasons to support your argument.
6. Would it have made a difference to outcomes shown in the case if the Tourist Lodge and Goodies Tour Company were merged? Explain.

7. Comment on AMSCO and IFC involvement and their contribution to Tourist Lodge.
8. In management terms, what explains Mafuz?
9. What comments can you make about the system of assistance to businesses in the African continent as gleaned from this case study?
10. What does this case study tell us about the nature of business development in the region over the past forty years?
11. What is the role of culture in management as shown in the case?
12. What must Mafuz do to recoup his investment, which has not generated a meaningful return over seventeen years?
13. What are the fundamental issues can you discern in this case?
14. Is Tourist Lodge a viable venture?