

LUM/019/0013/11

AFRICAN NATIONAL CONGRESS

SEMINAR ON THE DEVELOPMENT OF DAKAWA HELD FROM 28TH JULY TO 1ST AUGUST,  
1982 AT SOLOMON MAHLANGU COLLEGE, MOROGORO, TANZANIA

Participants:

Comrades: Mendi Msimang - Chairman  
Dulcie September - Rapporteur  
Thomas Nkobi - Treasurer-General  
Moses Mabhida - Member NEC  
Henry Makgothi - Secretary for Education  
Manto Tshabalala - Secretary, Health Department  
Stanley Mabizela - Chief Representative (East Africa)  
Silverside Mogale - Deputy Representative (E.A.)  
Doodles Gaboo - Regional Treasurer (East Africa)  
Timothy Maseko - Principal, SOMAFCO  
Oswald Dennis - Project Manager, SOMAFCO  
Bunny McKay - Head of Agricultural Project  
Arthur Sidweshu - School Commissar  
Fuzile Mkathini - Director, Agricultural Project, Dakawa  
Spencer Hodgson - Director of Technical Department, Somafoo  
Pauline Maputo - Representative, Women's Secretariat  
Nathan Marcus - Accountant  
Mtu Jwile - Public Relations Officer

The participants went on an inspection in loco of the proposed ANC Development Centre at Dakawa. Comrades Moses Mabhida and Thomas Nkobi addressed our students at the Raymond Mhlaba and Paul Peterson residences respectively.

AGENDA:

1. Visit to Dakawa
2. Summary of the Treasurer-General's statement
3. Chairman's Response
4. Papers submitted:
  - (a) Possible Development Model
  - (b) The Education Programme
  - (c) Present situation at Dakawa
  - (d) Types of Agricultural activities envisaged for Dakawa
  - (e) Construction Sector
  - (f) The Technical Planning Committee for Dakawa
  - (g) Health Services



Programme of work

Morning Session	0900 hours - 1100 hours
Tea Break	1100 hours - 1115 hours
Mid-morning Session	1115 hours - 1300 hours
Lunch Break	1300 hours - 1500 hours
Afternoon Session	1500 hours - 1700 hours
Tea Break	1700 hours - 1715 hours
Evening Session	1715 hours - 2000 hours
Supper	2100 hours

SUMMARY OF THE TREASURER-GENERAL'S STATEMENT

In his opening remarks, the Treasurer-General, Comrade Thomas Titus Nkobi, declared that the purpose of the seminar was to discuss what the African National Congress envisaged doing with the land at Dakawa which the Government and the people of Tanzania had so generously donated to our Movement. He then went on to briefly evaluate our Solomon Mahlangu Freedom College Project.

The ANC has learnt a lot while developing this project. The very rich experience acquired at SOMAFCO would come in handy in a liberated South Africa. However, this was the most expensive project we had set up thus far. The question to ask was whether it was in fact necessary to construct such a huge and costly complex, being a liberation Movement. The ANC is constantly thinking of struggling and planning for a better future for all to live in. But on the other hand there was need to have proper perspectives politically. Our goal is to liberate our country and to go home. In a liberated South Africa we shall be faced with severe problems of reconstruction. Is it therefore not crucial that we prepare ourselves to live modestly ?

We now have another huge tract of 7.5 thousand acres at Dakawa. It is envisaged that this acquisition would help in the solution of a number of problems such as the disruption of the school programme at SOMAFCO caused by the unregulated admission of students to the school, the orientation and guidance of those students expelled from other educational institutions; the establishment of a vocational training centre for cadres of the African National Congress, both young and old; the institution and development of an agricultural project.

CHAIRMAN'S RESPONSE

It is clear from the introductory statement by the Treasurer-General, Comrade Thomas, that the National Executive Committee expects the Seminar to work out proper guidelines and modalities for the smooth development of Dakawa.

The Seminar was being called upon to draw from the developmental experiences accumulated in the construction of SOMAFCO and translate these into a feasible and modest project.

The Chairman underscored the fact that our Organisation was a Liberation Movement and therefore had limited resources, which consequently had to be utilised in a manner that would not interfere with the progress of the struggle inside the country. It was essential for the Movement to strike a balance between the prosecution of the armed struggle and the implementation of projects of a developmental nature.



1a

- (h) The Treasury Administration
- (i) Suggested Programme of Activities by the  
Women's Secretariat
- (j) Political Organisation in Dakawa

5. Discussions:

- (a) Projected population
- (b) Project priorities - Education
  - Agriculture
  - Health Services
  - Design and Construction
- (c) Resources and utilities - Manpower
  - Funds
  - Water
  - Energy
  - Communications and Transport
- (d) Political Organisation
- (e) Administration

6. Recommendations

7. Closing remarks.



The Chairman stressed the need for discipline and commitment on the part of those entrusted with the property of the Movement.

In this respect, the Chairman called for the strengthening of the Regional Political Committee, because what is needed in our circumstances was a strong political instrument.

The armed struggle was being qualitatively developed, which posed a number of problems as it unfolded. There will be the exodus of both young and old, who would look up to the ANC for protection and well-being. We would then, in that case, accept the status of refugees? The Chairman emphatically refused that our people be treated as refugees. We were a fighting nation and we would not allow ourselves to be forever carried on the shoulders of other people. We too, in the foreign Missions of the Movement, were also in the frontline of the struggle.

Finally, the Chairman applauded the Treasurer-General for the lucid manner with which he set the tone for the Seminar.

#### PAPERS SUBMITTED

##### 1. Possible Development Model

The Paper sets out three types of development programmes being:

- (a) Education
- (b) Agriculture
- (c) Small-scale Industries

1.1 The Educational Programme would comprise a vocational training centre, office skills training centre, Administration/Management Institute and an Initiation centre.

1.2 Agricultural Projects would largely be devoted to crop husbandry, horticulture and animal husbandry.

##### 1.3 Small-Scale industries

The areas suggested are food processing, soap-making, garment factory, shoe-making/leather work, cabinet making, homecrafts and glass blowing.

##### 2. Educational Programme

The Paper advocates the continuation and strengthening of the Initiation Centre; subjects to be taught; the minimum period to be spent at Dakawa by the new and expelled categories of students; the admission of new and expelled students to SOMAFCO on recommendation by the Administration at Dakawa; the introduction of adult education.

##### 3. Present situation at Dakawa

The Paper identifies three major problems, namely: lack of communications; lack of adequate water supply; transport and labour force.

##### 4. Types of Agricultural Activities envisaged for Dakawa

For intensive agricultural activities to be carried out at Dakawa, the Paper proposes that initially scientific research be conducted into soil condition, meteorological data, water availability, topographical and biological factors. Nevertheless, it is argued that some crops can be produced under dry-land conditions.



The Paper goes on to identify animal production viable in the area to be carried out on both semi-intensive and intensive scales. Farm organisation will depend upon a correct selection and combination of production, services, holding and intermediate enterprises; each of which can be considered as separate undertakings.

The Paper goes further to examine practical approach to organisation and planning which relate to diversification and specialisation. The Paper concludes that the method of specialisation can be chosen for a start and that the concentration of community residences would have to be sited in relation to production enterprises.

The proposed line of command in the agricultural sector is described to include the Head of the Agricultural projects; the Director of the Agricultural production; Extension Officers to deal with co-ordination; Section Managers; Production units; Processing units; a nutritionist and treasurer.

#### 5. The Construction Sector

Because of lack of manpower, the Paper recommends that major building operations be subcontracted. Light construction work could be carried out by an ANC team.

The Paper recommends that housing units be of low cost quality such as the sub-economical type currently being constructed at the cattle kraal at SOMAFECO. However, the Organisation needs to take a decision as to the level of facilities to be supplied, e.g. running water in each residence or a common type outside; the type of lighting system; including the waste/sewerage disposal system. For Dakawa to reflect the planning standards set at SOMAFECO, it is necessary that the layout of the communities be well thought out.

As the supply of local material is uncertain and too expensive, it is argued that the bulk of building materials be imported.

A decision has also to be taken on whether to use prefabs or conventional materials for the construction of structures other than houses.

#### 6. The Technical Planning Committee for Dakawa

The Paper describes some of the planning considerations to be taken into account, such as the political problems, geographical problems, rate of growth, cost constraints and construction standards. It also calls for a clear definition of individual projects, in order to facilitate work on the Master Plan including sketch proposals of the various proposals.

Having identified some of the planning factors, the Paper goes on to identify a number of questions relating to the formulation of a definitive statement by the far planners, the solution of the water problem, the construction standards to be attained and the projection of the total community envisaged.

The Paper further points to the question of staffing and proposes that additional staff be recruited to work parallel with the existing staff at the SOMAFECO Project, but with Dakawa as its main pre-occupation.



## 7. Health Services

The delivery of health services to our community will invariably have to respond to the health needs of our people in general and to the health needs of our own community in Dakawa.

In so far as these needs will be short term and long term, they will be determined by the population to be catered for, the prevalence and incidence rates of the common diseases, including the specific psycho-social effects of apartheid on the health of our people.

The availability and accessibility of other health institutions will also determine the pace of the development of the health delivery services.

The Paper proposes that a clinic be immediately established, comprising an examination room, a dressing room and two observation rooms with two beds each. It is foreseen that a health post will serve each specific community. These services will in future be upgraded into a Health Centre and eventually, a Hospital.

The Paper further proposes that our Health Services be made available to the local communities situated around our Centre. Of course, the services will be rendered in collaboration with the District and Regional Medical Services in the area.

The Paper also argues for the inclusion of Health Education in the general education programme and also emphasizes the need for some elementary skills in First Aid. A multi-sectoral approach to the problem of alcohol and drug related problems, including the psycho-social effects of apartheid on health is strongly proposed. The services of a Social Worker are imperative.

Finally the Paper sets out a case for the Movement to spare no effort in ensuring the supply of safe water and the disposal of waste matter for our community.

## 8. The Treasury Administration

The main thrust of this Paper is the establishment of a Treasury Structure which is separate and independent of the one at Mazinbu, and a Projects Team. It is also argued that it will be necessary to analyse the transport needs for Dakawa, as this service will form part of the nerve centre of the project.

The structure that is envisaged should encompass a Finance and Accounts Department, stores, resources unit, the transport department and workshops.

## 9. Suggested Programme of Activities by Women's Secretariat

The Paper sets out a number of projects relating to the setting up of a weaving workshop, a bakery, nursery and creche, a handicrafts workshop, and a centre for pioneers is set out in this Paper.

It goes on to point out the need for a collective effort in the realisation of these projects.

The Paper concludes by calling for co-ordinated measures in soliciting for funds and material assistance.



## 10. Political Organisation at Dakawa

The main function of political organisation at Dakawa must be the preparation of ANC cadres committed to the struggle and always ready to participate in productive work aimed at the attainment of the revolutionary objectives of the Movement. To achieve this, it is urged that all departments should contribute meaningfully to the political life of the community.

The Paper envisages a political structure that will work and carry out a political programme for the whole community at Dakawa. The programme should, amongst other things, include seminars and symposia to be held at regular intervals.

### DISCUSSIONS

#### 1. Setting out of Project Priorities

##### (a) Projected Population

Contributions centred around the question of how many people be accommodated in the land space at Dakawa, whose total extent was given as 7,500 acres. It would also be necessary to think in terms of spreading these people into communities and appropriate models would have to be considered taking into account the predominant activity that would characterise each village. Manpower considerations would also help to determine the size of the community.

Taking into account the size of the Dakawa land, the fact that there will be an inflow of persons and the range of possible activity, the minimum figure of 5,000 persons for Dakawa has been postulated.

It was felt that more data had still to be assembled by each sector in order to enable the Technical Team to prepare a much more comprehensive brief.

According to United Nations Demographic Information, it is preferable that 66 persons be accommodated per square kilometre in a fertile area. In an infertile area, it is 10 persons per square kilometre. This means that the total number of people to be accommodated at Dakawa will largely depend on the scientific research that is still to be undertaken.

##### (b) Project Priorities

#### 2. Education

It was generally agreed that the presence of a nucleus of students at Dakawa formed the basis for the establishment of the Initiation Centre, whose programme would be an informal rather than a formal one in the teaching of English, General Science, Agricultural Science and Health Science.

It was also recognised that deep going discussions had already taken place between the ANC and the International Labour Organisation on the establishment of a Vocational Training Centre for ANC cadres at Dakawa. In fact, a Project Document together with the Architects' brief had already been prepared and the site chosen for the Centre.



Also to be considered among the priority areas in education were Adult Education, Pre-School and Primary School. However, the facilities available at SOMAFCO would initially be utilised, before the latter levels of educational activities were finally established at Dakawa.

### 3. Agriculture

Crop Husbandry - An expansive small vegetable garden is already under cultivation, showing indications of possibilities of high turnover rate, especially during the rainy season. From the available information gathered from neighbouring farmers, certain crops could be produced, to start with, as small cropland on the plots adjacent to the presently inhabited residences. The suggested crops are sunflower, sorghum, legumes, maize, sweetpotatoes, cotton.

Animal Husbandry - will be initially conducted on a semi-intensive scale and it is proposed that poultry, rabbit, beef farming and a piggery be started immediately to be later transformed into intensive units.

Furthermore, horticulture can initially take place on a small scale and this progressively developed in time.

There is urgent need for scientific research to be carried out on various factors, namely:

- Soil Condition
- Meteorological data (rainfall, RH, wind velocities)
- Topography
- Biological Factors (insects, plant diseases, grass species, etc.)

### 4. Health Services

The Seminar agreed that a small Health post is already operational. However, it is inadequately equipped to cope with the number of patients who are estimated to be about 1,000 per month.

Quite apart from the growing number of patients now being attended to, there is also the prevalence of certain types of diseases such as malaria, schistosomiasis, hookworm anaemia, tuberculosis, meningitis, typhoid fever, rabies, sexually transmitted diseases, alcohol and drug-related problems. It is also expected that traumas and injuries will be a common feature in the area.

In line with the strategy for the development of communities, there is therefore need to establish a second Health Post.

### 5. Design and Construction

The question of setting up of a Design Team for Dakawa was considered to be of paramount importance. It would not be possible to rely on the services of the present team working on the SOMAFCO Project because of the load which is expected to ease off only some time in 1984. The Seminar therefore concluded that it would be advisable for the Movement to recruit a Design Team to work specifically on the Dakawa Project.

It was imperative that work should start at the earliest opportunity to work out an Outline Brief.



(c) Resources and Utilities

1. Manpower

This subject drew animated discussions from amongst the participants. Our experience at SOMAFCO was exhaustively drawn upon and convinced the Seminar that the question of manpower in our Movement had been centrally neglected. We were still going to be dependant for some time to come on outside labour for all our projects.

Generally, the attitude of our people to labour still leaves much to be desired. It was necessary for a concerted effort to be made in correcting some of the lapses. The Movement had to adopt some positive slogans in its campaign for the general membership to learn to appreciate the value of labour in the intra and post-apartheid period.

2. Funds

It was generally emphasised that the African National Congress was a liberation movement, that the ANC commanded meagre financial resources despite the varied and heavy responsibilities placed on it. There was need therefore to develop modestly without affecting the standards both at SOMAFCO and Chongella Farm in Lusaka.

As a liberation movement we depend upon donor agencies and support groups for both financial and material assistance. Of importance was that we need to embark upon such schemes and projects that would enable us to attain a reasonable degree of self-reliance and self-sufficiency in future.

3. Water

Water constitutes a major problem at Dakawa. The pattern of rainfall worked out over a period of seven years seems to indicate that Dakawa lies in an unreliable rainbelt. The existing communities have to resort to underground water which has proved to be salty at shallow depths and useful for human consumption at depths beyond 100 to 150 metres.

The Seminar concluded that there was urgent need for water engineer to undertake a systematic search for ways of overcoming the water problem at Dakawa.

In the meanwhile, the present community would continue to rely on the good offices of the prison farm for their water requirements.

4. Energy

For energy, our community will depend on firewood and charcoal initially. The possibilities do exist of drawing electrical power on to the site, but for immediate consumption, the use of generators suffices.

5. Communications and Transport

Both geographical and topographical conditions relating to Dakawa make it imperative that simple communications network as well as dependable transport system is installed. The roads have to be developed and aerial communications provided. The means of transport should by and large be of a hardy and dependable nature.



(d) Political Organisation

Conditions at Dakawa are austere and demanding and therefore require a heightened political consciousness to enable us to reach our target. This can be effectively achieved by reactivating and strengthening the Regional Political Committee.

Considering that the large number of the population will either come in directly from home or from other parts of the world, there is a great need for the introduction of a clearly conceived political programme to help harness and cater for all these categories.

Experience has shown that young cadres, particularly students, come out of South Africa suffering from grave traumas which tend to drive them to a state of perpetual rebellion. Such rebellion shows itself in their blind rejection for manual labour. It therefore behoves the Movement to make them understand and respect the dignity of labour as well as to expose them to the world of work and discipline.

One observation commonly held by the participants was that our political structures tend to be undermined by the obvious absence of sanctions against those who are in the habit of committing acts of indiscipline.

(e) Administration

The discussions revolved around a pointed question as to whether or not Dakawa would be linked to SOMAFECO. The general feeling was that for the time being there be a simple structure set up at Dakawa to administer the affairs of the community and that the whole question of autonomy be placed on the agenda of the meeting to take place next August.

6. Recommendations

It was agreed that:-

On Projected Population

1. It was essential that the Educational and Agricultural Sectors work out projected figures based on the types of activities to be undertaken and submit these to the Technical Committee for use in the preparation of the Outline Brief. This exercise should be undertaken as soon as possible.

2. On Education

- 2.1 all new students as well as the expelled ones be accommodated at Dakawa for purposes of undergoing initiation and orientation programme.
- 2.2 the new students be accommodated separately from the expelled group of students.
- 2.3 the Educational Programme be conducted on an informal basis to include the History of the Struggle, English, Mathematics, General Science, Agriculture and Health Science.
- 2.4 the new students will be expected to spend no less than a period of six months at the Initiation Centre before the Dakawa Administration can make appropriate recommendations for their admission to SOMAFECO



- 2.5 when students are expelled for misconduct, we should find out exactly why the students were expelled in each particular case, and appropriate penal action be taken in each case. Expelled students will be expected to spend no less than a period of twelve calendar months at the Orientation Centre before the Dakawa Administration may decide upon recommending them for placement. However, concerning students returning purely for academic reasons, the Administration at Dakawa may decide on the merit of each case and make the necessary recommendations to the Directorate.
- 2.6 the NEC endorses the offer by the ILO to design and construct the envisaged Vocational Training Centre as soon as possible.
- 2.7 during the early stage of development, our community at Dakawa should use the facilities offered at SOMAFCO for pre-school and primary education.
- 2.8 facilities be provided for Adult Education.

### 3. On Agriculture

- 3.1 the Seminar fully endorses the view that our strategy for agriculture should be based on the method of specialisation both for crop and animal husbandry.
- 3.2 initially, horticulture should take place on a small scale and be progressively developed.
- 3.3 side by side with specialisation, scientific research be conducted as a matter of urgency into the soil condition, topography and biological factors.

### 4. On Health

- 4.1 a second Health Post be immediately set up at Raymond Mhlaba Residence.
- 4.2 efforts be immediately made at strengthening and upgrading of one of the Health Posts into a clinic, taking into account security considerations.
- 4.3 the Construction Sector should, in the shortest possible time, complete the putting up of the Health Centre at SOMAFCO so that it can serve as a referral centre for Dakawa initially.
- 4.4 that a multi-sectoral Seminar be held on the question of Primary Health Care including alcohol and drug related problems, at an appropriate time. Participants to be drawn from the various ANC communities in Southern Africa. The Health Department to undertake the organisational aspect of this Seminar.
- 4.5 in view of the high prevalence of hookworm anaemia and malaria in the area, all our people, and especially those engaged in agricultural activities, be provided with suitable covered shoes, mosquito nets and clothing.

### 5. On Design and Construction

- 5.1 it was necessary to provide separate accommodation for unmarried and married couples. The total floor space of each unit shall be 60 sq. metres. Semi-detached structures are preferable.
- 5.2 that students be accommodated in dormitories.



5.3 the Organisation should provide low-cost housing. The question of pre-fabricated housing could not be excluded, should donors be available.

5.4 all the houses be provided with flush toilets inside.

## 6. On Resources and Utilities

### 6.1 Manpower

- 6.1.1 all the comrades who are not carrying out specific tasks in any of our areas be sent to Dakawa to engage in the development effort.
- 6.1.2 the National Executive Committee should work out guidelines for manpower needs of the Movement and make these available to the Department of Education and Culture so that correct placement of students can in future be made.
- 6.1.3 the National Executive Committee examine in detail the question of organising the unemployed inside the country and to consider ways and means of harnessing them in our developmental activities without in any way affecting the process of our struggle.
- 6.1.4 the National Executive Committee make means for the absorption of our people that had been misled into leading empty lives in the Frontline Areas.
- 6.1.5 the allocation of tasks be carefully made by the NEC in close collaboration with the leadership at local level.
- 6.1.6 the National Executive Committee should immediately assign a qualified teacher with proper political orientation to initiate and supervise educational programmes at the Centre.
- 6.1.7 the National Executive Committee should provide a Nutritionist to join our Agricultural Team at Dakawa.
- 6.1.8 the National Executive Committee should provide a Social Worker to be attached to our community at Dakawa. In the meantime, the RPC should appoint a social welfare officer and work out a proper job description for him/her so that the needs of the community are adequately responded to.
- 6.1.9 Cde Joe Nku would be allowed to continue to serve as Political Commissar pending the appointment of a suitable person by the NEC, for our community in Dakawa.
- 6.1.10 Comrade Mandla Lubango be replaced by a responsible medical person with immediate effect. The Health Department to attend to this process of replacement.
- 6.1.11 the Department of Education should open a register of all our past and present students in order to be able to arrive at correct projections including the assignment of our cadres in future.
- 6.1.12 all the communities sited at Dakawa will be actively involved in both construction and agricultural activities in order to minimise our reliance on outside labour.
- 6.1.13 the National Executive Committee to endorse the proposal to request SIDA to second two engineers to look into the survey of water resources with designs and costing, alternative hydrological systems for irrigation and domestic use, including appropriate drainage. Furthermore, that the NEC endorse the proposal to follow-up an offer made to the ANC by a Tanzanian water engineer presently in the services of the Ministry of Water and Energy.



- 6.1.14 the National Executive Committee approve of negotiations to be held with the Tanzanian Ministry of Home Affairs, regarding the offer of two water engineers to conduct relevant studies at SOMAFCO.
- 6.1.15 the NEC to allow for negotiations to be carried out with SIDA for the secondment of one road engineer to the ANC, whose task would be to undertake an analysis and proposal for a feeder road system at Dakawa.
- 6.1.16 the present administrative structure at Dakawa be retained and strengthened. That meanwhile the current Director at Dakawa sits in at the meetings of the Directorate at SOMAFCO.

7. Funds

- 7.1 The Office of the Treasurer-General to work out a separate administrative structure for Dakawa and provide the key personnel without delay.
- 7.2 the National Executive Committee should work out clear modalities for co-operation between ANC, international organisations, solidarity groups and governments.

8. Water

- 8.1 Work on the identification of water for both domestic and irrigation purposes be immediately undertaken.
- 8.2 Piped water be provided to all the houses.

9. Energy

- 9.1 the three generators presently at SOMAFCO be immediately moved to and installed at Dakawa. The Treasury Department to assist with the necessary transport facilities.
- 9.2 the installation of electricity at Dakawa will depend on the pace and scope of development, particularly in the Agricultural and Educational Sectors.

10. Communications and Transport

- 10.1 In view of the vast distances separating the three communities in East Africa, it is essential that a radio communication system be installed as soon as possible. The NEC to facilitate the provision of this essential service.
- 10.2 The office of the Treasurer-General make available to the Agricultural Sector at Dakawa the following basic machinery:
- 3 Tractors of 60/70 horse power
  - 2 Disc Harrows
  - 2 Planters
  - 2 Cultivators
  - 1 Transport Tractor and Trailors
  - 1 Milling Machine
  - 1 Oil Extractor
  - Equipment for Storage Facilities
  - Water Tanker,
  - Grader and Bulldozer



- 10.3 The Office of the Treasurer-General to ensure that the operational sectors, agriculture, education, health, construction and the political commissariat be provided with adequate means of transport suitable for that locality.

11. Political Organisation

The Question of the reactivation of the RPC was a matter which fell within the province of the Secretary-General and the office of the Secretary-General would take the necessary steps to strengthen the RPC.

12. Miscellaneous Matters

- (a) An evaluation seminar be held in August, 1983.
- (b) The Question of Small-Scale Industry be placed on the agenda of the Evaluation Seminar in August, 1983. Meanwhile, the Women's Secretariat will be expected to investigate the availability of raw material for handicrafts and to discuss with Comrade Premie Appalraju to do a feasibility study on the use of looms.
- (c) The Women's Secretariat to delegate authority to their local Women's Committees where creches and nurseries are located in order to allow for proper administration.
- (d) The streamlining of the Treasury at Dakawa to be kept under constant review and the whole question of the Treasury will be looked into at the next meeting scheduled for August, 1983.
- (e) The Women's Secretariat to be asked to work out a definite programme of activities which they propose to follow at Dakawa.
- (f) Dakawa to remain under the general direction of the Directorate at SOMAFCO. However, this matter will be reviewed at the next meeting in August, 1983.
- (g) The question of discipline in East Africa to be insisted upon by the local leadership.
- (h) The Health Department be charged with the task of looking into the question of preservation of water and to ensure that it was not contaminated.

13. Closing Remarks

In his closing remarks, the Treasurer-General, Comrade Nkobi, said that the ANC Development Centre at Dakawa was going to be one of the most challenging projects that we were about to develop. It was the first time that such a multi-sectoral and multi-disciplinary gathering had met to work out what we wanted to do. This type of assembly was very indicative of what we wanted to generate in a liberated South Africa.

He also emphasised the importance of adhering to the concept of collective leadership at all times as it had been demonstrated by this Seminar.

Comrade Moses Mabhida emphasised the role of a committed leadership. That leadership could effectively fulfill its task by being in the midst of our people all the time. It is our people who reflect the magnitude of the problems and therefore require our presence continually.



The leadership must be decisive and effect corrective measures on the spot. However, there was need to ensure that authority was not used as a weapon of revenge.

It should be borne in mind that the extent to which the leadership is prepared to sacrifice will go a long way in motivating the whole membership.

The importance of team work in a concerted effort to translate unity in action into practical terms was underscored.

#### Chairman's Closing Remarks

The Chairman expressed gratitude of the Seminar to the closing remarks made by the two members of the National Executive Committee. Addressing himself to the participants, he congratulated them for the seriousness with which they applied themselves to the issues, as well as the high quality of debating standards maintained throughout the discussions. He went on to express his appreciation for the understanding and patience as displayed by the participants throughout the seminar.

This had been an enriching and satisfying experience not only for the participants but for the Movement as a whole. The qualitative fibre has always cried aloud to be injected into our style and manner of work. We are moving in the right direction.

Thereupon he declared the seminar closed.