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ON 'IHE CFFICE OF THE 'l'G'S SPECIAL REPRESMA'HVE

IN EAST' AFRICQ

The idea of setting up a. Central Finance: affine for East Africa has long been mooted be; the Office of the kewurewdenerala Sum an office is necessitated by the vast sums of money the Movement spews and. will continue to spend on the area. 'not only in the aphara .of bmllding and. construction work, but also in the agricultwal, educational and other project arm, as well 3.5 on the mintenhma and upkeep of our ever increasing population there.

As the custodian of the funds and other metal of the Kawmentg -:Sha WWneml has the duty to evolve such atruotxmea, wnhsiwes etc as will ensure the safety and proper utilisation (3f auuh fumis As assets, and. the accountability of all persons who handle them; In discharging this task the Wurehnaenaral did, her letter dated 16th November, 1982 and alarm:seti in: the Dimotorate, eat up this Office of the special HttlgftrifAtaril ,. :1? the EW YGnar-al in East Afwiaa and. appoizzztm, c' .:i'::3 hkwg to be him immnl'ent of the pasta;

The appointment of Domadlg lentil.) ???fms was influenced not only by the vast wealth of experieswe the rash has in fimumial mttars but also buy the report given at the Consultative Meeting held in Nwmlmz 1982 between the Mazimbu Secretariat and Hmng, in Lusakm

Anom'ding to the mimrbes of this meeting (See page 5 para. 3t;

Mme meeti was infonned that conditions in the Regional Treasury (at Mazimbfi were chaotic. No proper momts were being kapt now was there any groper control over the funds of the Movemenh NO ' financial statements have been prepared aims April 1981. This state aflaffairs prevailed because the Regional Treasurer had far too ml; to do. The urgent need. for Comrades Katie and. Ben to join mmm was expressed? '

(arms assessment of the position in mum; was substantially confirmag nub varying dpum of mu, by oomadas Hattie (See his mmzvts partleulm the one dated 15th January 1983), m, m mntly the Mazimbu Secretariat in their report on Come Katie dated. 2211:). Mamh 1983 at page 3.)

The Consvltaative Meow went further than Just point out tha am state of things art lm Mazimbu beam. It suggested mm; amdmu

A. special Representative of the Treaswenaeneral for the area. had he be appointed. Hie functions were even defined albeit briefly!

"This person will be in charge of the finances of the whole or Ehaat Africa. Funds shall be sent from Headquarters to tho M's Repreaantatim who will Coordinate all financial matters with the Regional Wemar and. other departments,

Financial statements till 30 to thh M's Representative who will mm them on "to the Headquarters".

(1110 Treasurer's General'lotter written a week after the Consultative: Meeting embodies most of the suggestions which were pm; forward thaws

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Because it was anticipated that much of the work of the special Representative of the TG's would be in Mazimbu he was made a member of the Directorate. His tasks and responsibilities were set out.

He was to

" b Examine ever as cost of financial management of projects and

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all. other sectors in East Africa and report to the office of the TG;

(o) Create proper financial structures for projects and Regional Treasury Offices (Dar; Mazimbu and eventually Nakawa) and implement directives from Headquarters in this respect;

(d) Set up a simple and proper accounting and management system for all projects run by the organization;

(9) Examine all Regional Treasury Offices in East Africa and set up structures in keeping with Directives from Headquarters;

(13') Set up a Central Finance Office with a Secretariat which shall deal with all financial transactions and monitor all projects connected with East Africa;

(g) The Office of the - mud, ' 1 15:1 '0 of the LH: shall submit regular reports H 72w. ' 1e tn Nu stating how to enhance the work. i.w.m.m.t.k.\$1m.w.a.w.n.a.m.a.m.d

by it;

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Lh) In addition to his job: i.u. tm in as i ;:illed above, he shall liaise; with the office of the TG on :ulcvent matters concerning his tasks;

(1) Before comrade Natie executes his tasks he shall have a full discussion with the Directorate;

g. (e) Comrade Doodles Gaboo as Regional Treasurer shall still serve on the Directorate and shall carry out the duties outlined in the structures for Regional Treasuries;

M(b) The Dar-Eb-Salaam Regional Treasury Office shall function as outlined in the Structures for Regional Treasurers and comrade Doodles shall hereby be relieved from this office"-

Para 2.0f the TG's letter does not really deal with the tasks of the Special Representative. It was inserted here to address our minds to what then appeared to be the root cause of the "chaotic" state of affairs at the Mazimbu Treasury. The idea was to relieve the Mazimbu Regional Treasurer of the extra burden of having to look after Dar-Eben-Salaam treasury matters as well.

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The Office of the Special Representative of the Treasurer-General in East Africa did not get off to a good start. Personality clashes soon flared between the incumbent and some members of the Directorate. Soon after his arrival comrade Natie reported on the state of affairs as he saw it. He also complained that he was obstructed in the execution of his tasks by the Mazimbu Secretariat.

In response to these and other allegations in Comrade Natie's report the office of the Treasurer General appointed Comrades Kay and Temba to investigate things,

In discussions held with the Directorate not only on the allegations made by comrade Natie about the state of affairs in Mazimbu but also on the office of the Special Representative of the Treasurer-General in East Africa it soon became clear to the delegation that the tasks and responsibilities of this office were not fully understood by the Directorate.

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At the instance of the Directorate it was agreed to spell out in detail how this office was to function. Comrades Kay and Temha then prepared the document entitled
Office of the Special Representative of the Treasurer General
Amplification of the Scope, Tasks and Powers of the Office
Directive.

The document was presented for discussion to the Directorate at the meeting held on 11th February, 1983.

The document deals with the following matters!"

(a) Personnel Requirements of the office;

(b) Functions of the Special Representative;

(c) Administration of Projects;

(d) Regional Treasuries;

(e) Relationship with the Government;

(f) Banking;

(g) Transport and Communications.

Included from the final draft was a section on Logistics and Supplies.

In preparing this document great care was taken to ensure that it did not depart from the TG's directive and that no new or extraneous issues were raised. Because the document sought to amplify the TG's directive it included "new" clauses which were implied in the TG's '5 directive. For instance the TG's directive is silent on the question of banking. However it stands to reason that the office of the Special Representative of the TG which is to handle millions of Tanzania shillings must have a bank account or accounts.

The first clear indication that some members of the Directorate were completely opposed to the creation of this office emerged when this document was presented. To quote Comrade Ebamba at page 5 of his report:

"By our amazement the key members of the directorate took the view that:

(a) We had come up with a new structure that overlapped an overlapping of functions (for instance the directorate had set up a finance committee whose tasks were similar to those of the office of the TG's Special Representative)

(b) That the document cut across all existing structures and did not clearly define the relationship between the office we sought to set up and the administrative structures in operation in Mazimbu;

(c) That the document aimed at decentralising Financial administration whereas the directorate, over time, had attempted to centralise financial arrangement management;

(d) That the proposed arrangement rendered the office of the Regional Treasury redundant;

(e) That in their opinion the office of the Special Representative of the TG was intended to strengthen the existing structure and not to carve them up;

(f) mat in these premises and for the reasons skated above
the document 313 either unacceptable or needed 31.11-11.11:
11130113101113 11.11; 012.131 by the directorate but 3.160 by tho
11111301110211.1110 and HQ, inc: joint meeting"?
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these 5.1611131111133138. The 1.31.317 Waph of "their report or. 1131110 11111311011113
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- 3.1.1.; held. with Odes 1106113er and 1.1111310 on February 9, 19839 Some of
0111 views and feelings are contained in. 1110911: 11111113331311.
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the Functions Clause of the thg 4001mm m 3 311:3 for word.
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directive. , . , ; . .
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n5"

We fail "to see how the creation of a Central Finance Office man ever ha
construed as decentralisa'biam Vihat we want to ensure is. fimmial
discipline and budgetary control, Ta this and it is: necaamry to get
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"6.-

Parag-aph C of this document deals: with the functions of the Regional 'Ihveasurer? Of particular note in this connection are elauées (2') to (iv), These clauses make it clear that the (Ih-eaetmexwaeneral's Office will exercise control over the operations of all the sections of Regional Treasuries.

Of the Committees set up by the Director, the following obvioualy deal with Mammy matters!

(1) Finance Canmttee

(11) Construction Committee

(111) mm Camittee

(hr), D&kaua Committee

0:) Projects Committee

(vi) Logistics Una? F. ,

(Vii) Wapox't (.19.:er '3"

(viii) Gatwing h .

(5.2:? Hmning Committee

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,, Hyl'wd' ULuuThLU MUL.

rIthere was never any direct consultation with the Office of the Tveem General before these omittees were set up. Neither was the Regional 'Itz-easm-y at Mazimbu fulb' staffed to operate in terms of the etmwttwes for Regional Malawian when the Director took office, In thee oir-omnstances it was quite enterprising of the Direotamte to GUN up with these oanndtteee.

And so when the Office of the Weasm'erwenaral set up the afficm ef' the Special Remeentative of the T6 in East Africa, there already existed, in Mazimbu the various Treasury Ccmnittee the Diroetwate had Set Up.

It is these structures that the affioe of the 156's Special Representative is supposed to "out Across", -

Structwee are not Mutable and eternal precepts to be followeiaemsmioallyg Their continued observance is austified only kw their continued effectiverueeeeg In the not too distant past when we tanked of the met African Region we had. in mind the MW office. Now we have Mazimbu end in the near fu'hm we shall have m. It was with the rapid. youth of this area. in mind that the Office of the TreasWeneral first thnght of the Office of the Special Representative of the m in East Africa to 90mm all Treasury matters in the area. All settlements which swing up in the area will continue to have their own Regional Treasuries. All these mill fall under the Office of the TG'S. Special Rememntetive.

Strictly speaking the N's Special Remesentetive Should not have been a member of the Administrative Stmzotm-e at Mazimbu for two reeeonel First he is a Representative of HQ in East Africa whereas the Mezixhhu Secretariat is a more localised body concerned. Lem 13 with mmm (fur: the time being Dekama. is administered from llllsminrftwlge

0.7..

38002353; his work is not confined to Mazimlue covers the whole of mm
mica,

However Muse we did. not want to confer much power on one pemwn um
1135.6 him a, member of the Directorate in the hope that he would. work:
well with this body, and. also beueeee, for the present, Ewimbu is where
he will spend. most of his time.

As far 8.8 we Office of the mesmMeneral is concerned. it is
absolutely essential to have the (Effioe of the Special Remeeentative
of the m in East Africa. QJuat was we have such an affine m ihe UK)
for the rmmng reasons:-

- (a)
- (b)
- (0)
- (d)
- (e)
- (f?)

mempid growl: of am: ocnmnmity mmmioe;

The vast m 6:? money spent in the arm; area;

The need. to oo-ordinate all WW work in the eeetteresi
settlements we haw in 2:123:51: :fkfrioaa

(Ehe need. 150 he kuph imbue . MihsJIVI't 'the progrees of the varisme
projects in the ammg

The need to exemism me? my; dismia-lim carer all. aemm

and motors that Emulsie fuleig 1.11 Feel; Africa;

The need to relieve the Nazimbu Regieml wmm ef awe of
the "basics he presently has to discharge and which are not pay;
of his noml tasks as Regional bewmr,

we hold. no particularly strong views regarding his poeition vie a m
the Directorate as lmg as he is placed in such a position as will.
arable him to discharge his responsibilities, as eat mrb in Me mks
directive read. with the amplifying document, effectively.

u

Lusaka.

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Dated: 19/04/83.