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SECOND COMMISSION OF INQUIRY

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1 MECHANICAL WORKSHOP AND SPARES STORE

INVESTIGATIONS! FINDINGS AND RECOMMENDATIONS

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SECTION I: THE COMMISSION AND' ifs TERMS OF REFERENCE

1. The Commissiou as originally appointed by the Directorate con"sisted 9f:

Heeala Mosegomi - Chairman

Karin Pampallis - Secretary _

Sizwe Umkhonto - Member.

Approximately one week after the Commission began its werk, Conrade Sizwe was transferred from East Africa, and Ephraim Sithole was appointed in his place.

The Terms of Reference as given by the Directorate were:

a) To further investigate in order to establish the extent of the thefts from the Spares Store and the Mechanical Work-shop; . v .

b) To review the Administrating and Accounting Systems used in the Spares Store and the Mechanical Workshop as also, the control and monitoring by the Treasury;

c) To make recommendations for improving control and monitoring by the Treasury and how to minimise losSes due to theft and negligence. , t

The Commission was formally convened by the Director on 12 November 1984. e

SECTION II: WORK UNDERTAKEN BY THE COMMISSION

The Commission began its work immediately upon being convened. The investigative period extended from 13 November to 16 December 1984. During the investigation phase, the Commission studied the following:

1. the Kalamazoo System and its implementation in the Mechanical Workshop; 1
2. stock in hand and stock control procedures; 1
3. general work procedures and methods of record-keeping in the Mechanical Workshop; 1
4. goods received records; 7
5. methods of procurement of spare parts;
6. method of payment for spare parts;
7. control measures instituted by the Treasury regarding the Mechanical Workshop;
8. sales of old and scrapped vehicles;
9. relationship between the Treasury, the Transport Officer, and Mechanical Workshop personnel. 1 V'

In order to establish actual losses, the Commission decided to undertake an extensive analysis of the period commencing with the implementation of the Kalamazoo System in the Mechanical Workshop. It was felt that a thorough job could be done for this time span, since complete records of all transactions would be available. This assumption was based on the report of the Regional Treasurer to the Treasurer General, dated 27 August 1984.. It was felt that this extensive analysis could then be supplemented by whatever documentary evidence existed from earlier periods.

In addition to establishing a figure for losses, it was felt that this extensive study would also familiarise the Commission sufficiently with the systems in use to enable us to make a critical evaluation of said systems.

In order to obtain the necessary information, documents from the Treasury and the Mechanical Workshop were studied, on site inspections were made, and interviews were carried out with Garage personnel, Treasury staff, the Transport Officer, and the Regional Treasurer. In addition to these formal interviews, numerous informal discussions were held with comrades both in the Garage and elsewhere, in an effort to obtain as comprehensive a picture as possible of the existing situation and the conditions which led to this situation.

Following the investigations, a period of time was allocated for analysis of findings and preparation of this report.

We would like to point out here that in some cases there was a degree of reluctance to assist the Commission in its investigations. In all instances, the individuals finally did agree to cooperate. However, in the case of the Regional Treasurer, it was necessary to call upon the Director to assist in arranging a second interview.

SECTION III: THE KALAMAZOO SYSTEM: HOW IT SHOULD FUNCTION

The information presented in this section was obtained mainly from a letter written by the Regional Treasurer to the Treasurer General, dated 27 August 1984 (appended as Annexure 1). This was supplemented by information gained in interviews with the Regional Treasurer conducted on 30 November and 16 December 1984. According to the letter mentioned above, all aspects in the following summary have been implemented and are functioning

The main components of the system are the Work Order Forms, the Daily Issue and Receipt Record, and the Stock Cards. These are supplemented by an analysis book and vehicle records. The components are used as follows; a

1. When a vehicle enters the Garage; the foreman prepares a Work Order Form. On this, he notes the Vehicle identification, the problem(s) to be attended to; the spare parts required, and the mechanic(s) allocated to do the job. -
'32;1 The mechanic assigned receives the Work Order, obtains the spare parts specified thereon from the Spare Parts Store, and carries out the work specified on the card. He then completes the Work Order by filling in the time required for the job on the reverse of the form. The repaired vehicle and the completed form are returned to the foreman.
3. Spare parts are issued only on the basis of the list on the Work Order Card. The Storeman lists all items issued on the Daily Issue and Receipt Record.
4. Incoming goods are supported by documentary evidence (for example, packing list, cash sale voucher, delivery note). The goods are checked against the document, signed for, and entered into the Daily Issue and Receipt Record.
5. The information on the Daily Issue and Receipt Record is transferred to the appropriate card in the Stock Book. This card reflects the type of spare, date and quantity received, date and quantity issued, balance of stock, bin number, and cost. All items in the Store should have a card in the Stock Book.
6. The completed Work Order Form, having been handed by the mechanic to the foreman, is then evaluated. The cost of all materials, and labour is noted on the Work Order.
7. All Work Orders are numbered, and are entered in numerical order into an Analysis Journal, showing the total cost, as well as component costs for spare parts, labour and oil. This record gives the work done for any chosen period and is designed to show the value of stock used, productivity of labour, and so on; it can also be used to assist in calculating the value of stock on hand.

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In addition, every vehicle has its own file, into which is placed a copy of the appropriate Work Orders. Each file is, therefore, a complete history of the work done on that vehicle.

"Advantages of the Kalamazoo System (we quote from the Regional ,.Treasurer's letter to the Treasurer General): "This system is widely used in many thousand garages. It has been developed wand marketed internationally. We thus gain the_expertise of people trained to evolve systems to meet every facet of.the; Commercial World. The accuracy of every item recorded can be. checked and the stage is now Set for a detailed or random check to be carried out by an independent auditor. The whole proce- dure is, therefOre, linked from the stores to the use thereof to the actual stock on the shelves.... Theft and the possibil- ities thereof is considerably reduced. Theft could only take place by collusion between three people or more." ' '

SECTION IV: THE KALAMAZOO SYSTEM: HOW IT HAS BEEN IMPLEMENTED

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In November 1983, a stocktaking was done of spare parts then in stock. It should be noted that not all spare parts were recorded. Some unspecified quantity was not included in the stocktaking because, according to the Regional Treasurer, those parts were "useless."

Those parts that were included in the stocktaking were counted and identified according to the type of vehicle for which they were manufactured. A stock card was made for each item, and these stock cards were fitted into a special stock book.

The Commission found only one stock book, containing cards for "Land Rover" and "General" parts. Comrade Marcus assured us that cards had also been made for parts for other makes of vehicles, but these could not be found. Therefore, the basis of the whole Kalamazoo system of control -- the stock cards -- is very incomplete.

When a vehicle enters the Garage and a Work Order form is prepared, the area designated for the list of spares to be used is not filled in by the Foreman. Rather, the Work Order is handed to the mechanics who do their own determination of which spares they require. The spares are only written in on the Work Order form when the items are collected from the Spare Parts Store by the mechanics;

A work Order is not prepared for all jobs. If the foreman is too busy or not present, work on a vehicle may be undertaken without any record being made.

The situation as presented in both paragraphs above indicates that there is limited control over the mechanics as regards the use of spare parts.--

The Daily Issue and Receipt Record should of course reflect all spare parts issued and received, and in addition should indicate the number of the Work Order relating to each issue.

: This is not the case:

a) In many instances, the Work Order number is not noted on the Daily Issue and Receipt Record. In most of these cases a vehicle registration number appears instead. --

b) Not all goods received are reflected in the Daily Issue and Receipt Record.

Information from the Daily Issue and Receipt Record should be posted to the relevant stock cards.' This practice has not been regularly adhered to:

. a) There are no stock cards for the majority of items.

b) Not all goods received are reflected in the stock cards.

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c) There are many instances of an item being noted as issued on the stock card, but not appearing in the Daily Issue and Receipt Record.

d) There are many instances where the destination of the spare part as noted on the stock card does not accord with the destination as noted in the Daily Issue and Receipt Record.1

The evaluation of Work Orders following completion of the job is not always completely carried out, neither by Mkeka nor by the present foreman, David Mokgotsi. The reason given was lack of adequate time.

The Analysis Journal, which gives the breakdown of costs for spares, oil and labour, is not up to date. The last entry is for June 9, 1984. Entries into the Analysis Book have been made by the Regional Treasurer.

The vehicle files do not exist at all. Therefore, it is impossible to trace accurately or easily whether or not spares actually went to a particular vehicle, its history, on-going problems, etc.

Below are some examples of problems that could easily be dealt with 'if vehicle files existed and if they were assessed regularly. Statistics were taken from the stock cards:

a) 235 litres of engine oil were issued to vehicle 39516 over a nine month period (12.12.83 - 03.09.84). This works out to an average of approximately 26 litres per month.

b) 6% litres of brake fluid were issued to vehicle 48477 over a 2% month period (07.12.83 - 21.02.84). This is an average of approximately 2 litres per month.

6) 26 long reach spark plugs were issued to vehicle 46302 over a 1% month period (03.07.84 - 23.08.84).

.Were these quantities actually issued to the vehicles in question? Were they stolen? If they were issued to the vehicles, what is causing this extreme overusage? Why has it not been dealt with? By having regularly-monitored vehicle records, these problems and others like them could be noted, followed up and corrected.

The Work Order forms were scattered. Some were in the Garage Office. Most were in the Regional Treasurer's Office. No one seems to know what the first number in the system is. The earliest that the Commission could find was Work Order Number 1167 (dated 51 January 1984); this is also the earliest number in the Regional Treasurer's Analysis Book. However, it seems an odd number with which to begin. In addition, the date does not seem reasonable as a starting point, since the stocktaking which initiated the system was undertaken in November 1983. Discounting any Work Orders before Number 1167, 141 work orders within the range were completely untraceable. Not only does

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this indicate an extremely poor filing system, but it also means that it is impossible to check the destination of any spares that may have been issued against these Work Order numbers.

Each Work Order form comes in three copies. In some cases these were completely or partially separated from each other. In some cases, one or the other of the copies was missing. (These missing copies are not included in the tally of missing work orders given above.) In most cases, however, all three copies were still attached to each other. They had not been utilised effectively. The Kalamazoo System, its component parts, and how to utilise them, had not been formally explained to the personnel in the Mechanical Workshop -- neither to the mechanics nor to the present foreman.

Some of the mechanics do have an idea of the system, either through seeing it used in the Garage or because they were exposed to it (or some variant of it) during their training overseas. However, they do not seem to be fully aware of its significance and importance as a tool for analysis and control, and certainly do not treat it as such.

Since the arrest of the mechanics who were implicated in the thefts and the convening Of the First Commission of Enquiry, the Daily Issue and Receipt Record has not been used at all, and no postings to the stock cards have been made.

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SECTION v: OTHER FINDINGS
SPARE PARTS STORE

The situation is chaotic. There is no systematic organisation of spares on the shelves, no systematic recordkeeping, and no systematic receiving or requisitioning procedure. This is true not only at this time, but is clearly an old situation, dating from long before the discovery of the thefts.

Specifically, the following points should be noted:

a) The design of the shelving is not suitable for the type of material stored thereon. Quite large areas are empty of spares, or because they were once empty have accumulated odds and ends of various sorts.

b) The spare parts are not properly packed on the shelves; There is a rough division into vehicle types, but within this there is a high degree of disorganisation. Not all spares are packed in their designated vehicle areas. For example, there is a section of shelving set aside for Land Rover spares. Yet elsewhere in the Spare Parts Store there is a cardboard box -- unlabelled -- containing 43 different types of small Land Rover spares.

c) Not all parts are labelled. Most could be identified as a part of a certain type (for example, a gasket), but in some cases the model of vehicle that it was for was unknown or could only be guessed at.

d) Some Of the smaller parts are stored in separate bins (for example bulbs, bolts). The bins themselves are not labelled. There is supposed to be an identification card attached to the shelf above each bin, but in several cases the contents of the bin did not match the information on the card. In some cases, more than one type of item was found in the bin; for example, one bin contained two slightly different sizes of bolts. In some cases there is no card at all.

e) Many parts are lying loose on the shelves, often behind bins or behind items to which they bear no relation. Often these parts are mixed with bits of rubbish, odds and ends of old parts, and so on.

f) As mentioned previously in Section IV, the majority of items in the Spare Parts Store do not have stock cards.

g) The general condition is not one of tidiness and cleanliness. In addition to this general state of chaos in the Spare Parts Store, the requisition system is not functioning as it should. Sometimes a mechanic comes for spares; sometimes it is the foreman. They may come with or without a Work Order.

For comments on goods received procedures in relation to the Spare Parts Store, see Section v.3 of this Report.

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There are several results of the conditions described above:

a) There is no clear or comprehensive knowledge of spare parts in stock. There are no full records of items and quantities in stock to which the storeman or foreman can refer. This means that knowledge of whether or not a particular spare is available for a repair job is largely a matter of guesswork, memory, and luck. In effect, a vehicle might be standing -for weeks or months awaiting purchase of a spare part, while that very spare might indeed be in stock. For example, several Land Cruisers were said to be in need of bearings; they were grounded pending arrival of the necessary parts. Yet our investigation showed 19 different types of Toyota bearings, scattered over half a dozen places within the "Toyota" section of the Spare Parts Store. When apprised of this fact, the foreman was surprised that so many bearings were in stock, and could not say whether or not they might fit the vehicles in question.

b) Not knowing what stock is on hand makes control measuree difficult if not impossible. How can you say if something is missing if you don't know what was there to start with?

TOOLS AND EQUIPMENT

Over a period of several years, several hundred thousand shillings worth of tools and equipment have been received in the Garage. The largest consignment was received from Norway in 1985; the consignment was worth 222,000 Norwegian Krone (approximately 550,000 Tanzanian shillings). Other smaller consignments were received from various countries, and some tools were purchased locally. It was not possible to calculate the exact value of tools and equipment received because full records are non-existent. We feel that an estimate of half a million shillings would not be exaggerated.

Most of the tools have disappeared over time. Some may have been lost or damaged due to negligence. But it is likely that the majority were stolen; the local scarcity of tools makes them a very saleable item.

There have been attempts at two different methods of tool control:

a) Previously, a pair of mechanics was issued a complete set of tools in a lockable tool box. They were assigned responsibility for these tools. Weekly checks were made on the boxes, and missing items had to be accounted for. This system worked well for some time, but eventually it ceased to function and the tools disappeared.

b) The control method currently being practiced is that most tools are kept in the Spare Parts Store. (A small quantity are kept in the Garage Office.) If a mechanic needs a tool,

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he must go to the Spare Parts Store to sign it out. Before the end of the working day he is expected to return the tool to the Store. Despite this procedure, tools still disappear. See Annexure 2 for a list of 94 items which were 323 returned over a period of 2½ months (from 11.09.84 to 30.11.84). Note that the list includes individuals who are not members of the Garage staff; it seems that nearly anyone can come to borrow tools. Also note that a more comprehensive list of unreturned tools could not be made, since a record for the period before 11.09.84 could not be found.

Upon interviewing the Garage staff, it became apparent that no sanctions are imposed for individuals who "lose" tools; Therefore, there is little incentive to be either honest or careful, and a great deal of incentive to be otherwise (the good price that tools bring when sold; the knowledge that "the ANC will replace"; the disorganised nature of the workplace; etc). The disappearance of the tools is a matter of concern, not only because of the lost assets of the organisation, but also because the situation affects the work of the Garage. Without enough tools, one mechanic may be standing idly while waiting for another mechanic to finish with the tool he requires. Without proper tools, a mechanic cannot effect proper repairs.

3. SPARE PARTS PURCHASES AND GOODS RECEIVED PROCEDURES

A. Procurement Problems

Perhaps the single most recurring complaint the Commission heard was that "there are no spares." This phrase was used to explain everything from grounded vehicles to idling workers to low morale. It is indeed true that it is not simple to procure spare parts in Tanzania, due to the prevailing economic situation in the country (and sometimes in our own coffers as well). However, it is also true that thousands of vehicles of various ages and assorted models continue to appear on the Tanzanian roads; their owners seem to manage to keep them going somehow. Our situation as a liberation movement with world-wide support and far-flung contacts is much more favourable in terms of Spare Parts procurement prospects. What then are some of the factors which have contributed to our somewhat desperate situation? There are several:

a) Spares are indeed scarce in this country. Much time is required to find them. Often several potential sources of supply must be investigated before the search is successful.

b) Often a particular part is only available on the black market, and is therefore proportionately more difficult and more-expensive to procure.

c) Money is not always available from the Treasury or transport from the Transport Officer to investigate

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availability and make a purchase. 'More will be said about this aspect of the problem under Section v.7 of this Report. : -

d) Often spares are only requisitioned after a vehicle has broken down, considerably lengthening the grounded time. In the past, it does not seem that comprehensive orders have been placed for spares for our fleet (especially for commonly required items). The Transport Officer informed us that he has solicited and received spare part requisitions from all zones under his jurisdiction; he hopes to be able to buy the parts on the lists in various Tanzanian cities. '

e) The main channel for import of spares is via the Regional Treasurer to the ANC office in London, which has been designated by the Treasurer General to purchase for us. According to Comrade Marcus, this channel does not function well, and there are often long delays between the placing of an order and receipt of the needed parts.

f) We have a large variety of types of vehicles, and this exacerbates the problem of spares procurement.

g) Some of our vehicles (approximately ten at the moment) come from South Africa, and the political situation makes procurement of spares for these doubly difficult. The Treasurer General's Office does not seem to be responding well to requests for spares for these vehicles, and several have been grounded for long periods of time. An increasing number of our vehicles are from South Africa, and we can expect this problem to grow as they age.

Goods Received Records

The Regional Treasurer has in his files a list of import shipments received, but not detailed lists of items in each shipment. In the Spare Parts Store there is a notebook in which spares received are entered; this contains notations almost exclusively of locally-purchased parts, although some recent entries also show imported goods. As mentioned previously, not all goods received are reflected on the stock cards. There is no single comprehensive, well-organised system of recording goods received in the Garage. It is not easy to check or monitor this aspect of the spare parts situation.

Requisitioning and Purchase Procedures.

During the time of Vermaas and Mkeka, these individuals -- either on their own or with the Regional Treasurer -- decided which spares were necessary and purchased them. It had long been proposed that the Transport Officer be responsible for, or at least be involved in, the purchase of spare parts. This has never been implemented successfully.

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Following the dismissal of Mkeka, it was again said that the Transport Officer should be the one to purchase the spare parts. However, that system is still not functioning.. Presently, some parts are bought by the Transport Officer, some by the Garage foreman, some by the mechanics (both ANC and Tanzanian), some by the drivers, and some by the Regional Treasurer. There is no single clear-cut line here. The Garage staff blames the Transport Officer and the Treasury for this situation. The Transport Officer blames the Treasury and the Garage staff. The Treasurer blames the Garage staff and the Transport Officer. It seems to be everybody's and nobody's responsibility.

No matter which individual purchases the spare part, all are expected to follow the same general procedure: the spare , and delivery note or invoice are taken to the Spare Parts Store for registration and verification of receipt; the storeman signs the accompanying document; the document should also be verified by the Transport Officer; the purchaser presents the verified document to the cashier for payment; unless very large amounts are involved or the document is obviously questionable, payment is routinely made. The Finance Office has no knowledge (and no guiding documentation) as to what are or are net reasonably acceptable prices. There is, in effect, no price control.

D. Control Progeonyes

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Because the areas of responsibility are unclear and the systems in Operation minimal, there is actually very little control possible. There is little or no control over prices paid (as indicated above), over whether or not the part is necessary, over whether or not it is suitable for the intended vehicle, and so on. This results in a situation where large, and sometimes unwarranted, sums are paid for spares.

' Below is a random sampling of transactions where we might have saved money if better control systems (both in the Treasury and the Garage) were in effect: 5

Example 1: Over the period 02.06.84 to 05.11.84 (5 months), a total of 337,710/- was paid tota single supplier (Komba) . - for vehicle spares. Of this, 39,000/- was for a Mercedes Benz cylinder head which was not functioning. There was a Mercedes Benz cylinder head in stock at the time. (Despite the fact that Komba was felt by the First Commission .of Enquiry to be highly suspect, the organisation is still rdoing business with him, and he is still allowed access to the complex.) I

Example 2: One Mercedes Benz pressure plate was bought for 15,000/- on 17 May 1984. No Supplier's name appeared on the Invoice. It has not been used to date.

EYalee 3: On 12 April 1984, a Land Rover fuel pump was bought for 359000/-. No supplier's name appeared on the

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invoice. There were two fuel pumps in stock at the time. The price of a fuel pump as listed on the stock card should be 3,500/-.

Example 4: One Land Rover steering relay was purchased on 113 July 1984 for 5,500/-. No supplier's name appeared on the invoice. The price of such a part according to the stock card is 858/-.

Example 5: One Mercedes Benz clutch plate was purchased on 21 March 1984 for 7,500/-. It does not fit any of our Mercedes Benz models. It is presently lying on the floor of the Garage Office. '

Example 6: One Land Rover steering damper was purchased on 16 Aug? 1984 for 3,500/-. There were six in stock at the time.

4. _STANDiNG VEHICLES

On December 11, there were 22 vehicles standing in or around the Garage which had been grounded for various reasons. Their condition ranged from relatively minor damage (needing one part, or new tires, etc.) to nearly complete deterioration. (See Annexure 5 for details): There seemed to be no comprehensive records kept regarding the problems of these vehicles; the 1 file existed in memory only. For vehicles that had been standing for a long time, the memories of different mechanics varied as to what the problem had been. Parking conditions were very poor, with vehicles pushed to the side and often being overgrown by grass and creepers.

One very large problem regarding these grounded vehicles is that of scavenging. A vehicle may come in needing a relatively minor repair, for example a new bearing. Because that part is not available (due to the problems of spare parts procurement), the vehicle is grounded until the spare can be obtained. While the vehicle is sitting waiting for the rings or the bearing or i"the'new tire or whatever, it becomes fair game: one or more other parts may be taken out and placed on another vehicle. This may happen repeatedly.' By the time the original spare -arrives, the vehicle may be no more than a shell.

Example 1: Vehicle 52561 (a brown Land Cruiser) went in needing rings and bearings according to one mechanic, and only a battery according to another; the engine has been taken out and is lying on the Workshop floor; the steering box was transferr- ed to the Supplies Land Cruiser; the wheels are missing; the windscreen was mounted on another vehicle (but the foreman could not remember which one); the gear box is lying next to the vehicle in the grass and is rusting. Before this vehicle can be usable again, it will have to be completely rebuilt.'

Example 2: Vehicle 39893 (Toyota Landcruiser) came in because of engine failure due to a problem with the main bearing gas- kets. The engine is now lying on the Workshop floor, dis-

mantled. The main bearing, bearing and steering column and box are missing. The window has been fitted onto a Dar es Salaam vehicle. The steering mechanism was put into a vehicle which was sold.

Vehicles that are seriously affected by this practice of scavenging may end up being sold as scrap, because too many parts have been removed, or because too much damage has been sustained because of exposure to weather conditions. Also, any thief can come along and remove parts. In addition, the Department which was using that vehicle no longer has it available for transport needs. t

This large number of standing vehicles does not only reflect our poor spares procurement practices; it also points a finger at the driving practices of those who use our vehicles. The majority of vehicles are grounded because of breakdown associated with poor driving habits: seized engines, worn out rings and bearings and so on. Both from comments of the mechanics and from observations of Commission members; our drivers exhibit a number of poor tendencies, which include the following:

a) unauthorised use of vehicles: for example, the buses often travel up and down Mazimbu nearly empty; vehicles move at all hours, even though the department to which they are assigned may close at 1530.

b) lack of routine daily maintenance: no regular checks of water, oil, tire air, and so on.

c) poor driving skills, resulting in certain parts wearing out long before they should, or even in accidents.

The net result is that too many of our vehicles are abused and wear out more quickly than they should.

VEHICLE SALES

As far as we could determine, a total of eight vehicles have been sold. Seven of these were sold and removed within the last year. One was sold at an unspecified earlier date.

The prices paid for the vehicles ranged from 6,500/- to 100,000/-.

The vehicles sold included two Mercedes Benz trucks, one Lada, one Land Rover, two Land Cruisers, one Volkswagen ambulance, and one Volvo car. See Annexure 4 for details.

Apparently, there has been an administrative decision made in the past that advertisements be placed in the newspaper calling for tenders whenever a decision had been made to sell a vehicle. The purchaser would be chosen on the basis of the offers made. However, according to the Regional Treasurer, there was very little response to this method and the idea was eventually scrapped. The procedure now seems to be that if someone comes and expresses interest in a vehicle, a price is

negotiated on the basis of that individual's offer. 'The general feeling seems to be that, since the scraps are useless, they should be disposed of for whatever price we could get.

' There is quite a substantial variety of opinion regarding the condition that the vehicles were in at the time of the sale. The Regional Treasurer claimed that in general all usable parts are stripped off a vehicle before the sale is finalised and the scrap is allowed to leave the complex; he admitted that usable parts might sometimes be overlooked, but that such oversights were minimal. Some of the mechanics, on the other hand, indicated that what were reported to be shells did in some cases have quite a number of usable parts on them. There is not total agreement among the memories of the mechanics, and the reports differ in some instances; we do not feel we can report -- those cases. However, there was agreement on the following vehicles:

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a) The Toyota Landcruiser which was being used by the Supplies Department should not have been sold; the engine was basically sound, and only a few repairs were awaited to put it back on the road. '

b) 'The Mercedes Benz truck which was parked in Mazimbu still had usable spares on it and should not have been sold as a complete package.

'The main problem in regards to these vehicles seems to have been that the Regional Treasurer depended solely on the former Garage foreman (Mkeka) for his information. If he was not telling the truth, and if a non-mechanically trained person was doing the selling, then it would have been quite possible for vehicles with functional spares, or even easily repairable vehicles, to have been sold as scrap. It seems to us that the information exchange between Garage and Treasury was inadequate. Further proof of this lies in the fact that arrangements have been made to sell two Mercedes Benz buses which have been standing for some time behind the Finance Office building. Both these vehicles are repairable, and it was reported to us that they only needed tires. It is not clear on what basis the decision to sell had been made, other than the fact that they had been standing for a long time.

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There are presently eight ANC members and ten Tanzanians working in the Garage. Of these eighteen individuals, a total of eight are qualified auto mechanics, two are qualified auto electric mechanics, five are learners, one is a panel beater, one works only on tire repairs, and one functions as a pump attendant. Most were rated as competent by the foreman; a few more said to be mediocre or useless; Full details are given in Annexure 5.

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- The general feeling among those interviewed was that there are enough mechanics of sufficient training and experience to cope with a normal work load. They felt that there was a lot of ' idling at the moment due to the lack of adequate spare parts. It should be noted that there is no clerical assistant, no qualified storekeeper, and no Garage Manager.

GENERAL SITUATIONZRELATIONSHIP BETWEEN OFFICES

We deal in this section with the general atmosphere and attitudes which exist among the Garage personnel. We also put forward our findings regarding the relationships that exist between the Garage, the Transport Officer, and the Treasury (particularly the Regional Treasurer). The general situation regarding both aspects is poor.

The mechanics describe themselves as being "demoralised." They feel that it is unfair of structures and individuals to accuse them of idling when the reason for this is only the lack of spare parts. They admit that sometimes the mechanics-work very slowly on vehicles that come in, because once they finish the job there won't be another one and they will just be sitting again. Several are attending work irregularly because of this demoralisation. They say that if there were spares "they would be willing to work regularly and properly.

The Garage Office is poorly organised: There are piles of used spares lying about, unsorted and unrecorded, kept on the basis that they might be useful some day. Files and records are almost non-existent and those few that do exist are poorly organised.

The Garage floor itself suffers from the same disorganisation: There are a number of engines, some disassembled; some could not be identified as to source of origin; some had missing parts, which seem to have disappeared over the long period of disassembly; some were being kept as possible future spares. 'There seems to be little overall planning; a routine seems to be to wait and see what tomorrow will bring. This is in part due to the nature of the work (one can't predict when or how a vehicle will break down), and partly due to the general lack of organisation and routine.

There seems to be little or no monitoring from outside, and no systematic regular contact with either the Treasury or the Transport Officer.

In general, the relationship between the Garage, the Transport Officer, and the Treasury are not good. There is resentment and complaints all round. An attempt was made by all three sections to blame the others for the state of affairs which has come to prevail. For example:

- 17.-

-- The Garage staff feels that the Transport Officer is being uncooperative on the question of spares procurement;

-- The Transport Officer feels that the Treasury is obstinately refusing the release of funds needed for spare parts purchases; ,

I-e The Regional Treasurer feels that the Garage staff is incompetent and unwilling, and that therefore it would be a waste of time to train anyone there on the ins and outs of the Kalamazoo System.

And so on end so on. Everyone is disgruntled.

This lack of harmonious working relations results in a situation where any chance of coordinated effort, development and control is impossible. Job descriptions and delineation of responsibility are unclear. Either out of slackness or out of fear that they will be blamed if something goes wrong, no one seems to be willing to take responsibility.

SECTION VI: ANALYSIS OF FINDINGS

Stated most simply, we found a chaotic, barely-functioning situation with many weaknesses. Systems have not been properly set up, monitoring and control are either haphazard or nonexistent, records are incomplete, cooperation is lacking, attitudes and performance are poor. This situation has obviously degenerated to its present state over a long period of time, and has been influenced by various general problems affecting the Complex as a whole.

This disorganised state of affairs prevented the Commission from fulfilling one of the tasks it was set: that of establishing the extent of the thefts from the Spare Parts Store and the Mechanical Workshop . '

We could not establish how much stock there was to start with -- the majority of spares had no stock cards to indicate how much was on hand at any given date.

We could not establish exactly what goods were received over a given period of time -- records are scattered and, in the absence of an on-going and comprehensive goods received record, it was not possible to determine whether or not these records were complete.

We could not establish whether goods were mounted legitimately in vehicles or whether they were stolen -- many Work Order forms were missing and there were many discrepancies between the few existing stock cards, the Daily Issue and Receipt Record, and the Work Order forms.

After a careful check of the Spare Parts Store, the Commission concluded that a full stocktaking on our part would serve no useful investigative purpose, since the very incomplete nature of the existing documents and the disorganised state of the Spare Parts Store meant we had no reference point for any information gathered in this manner.

In regards to stolen items, we can only say that the situation which existed and still exists is easily conducive to theft. The extent of disorganisation and the lack of checking possibilities and regular monitoring opens the door very wide indeed.

We would like to stress again the almost total lack of amicable working relations and cooperation between the three sections involved: the Mechanical Workshop, the Treasury, and the Transport Officer. The resulting atmosphere of despondency and resentment also contribute to a situation where wrong practices are encouraged and made easier to perpetrate.

Regarding the Kalamazoo System: the Commission feels that the ANC could benefit by the implementation of this system in the Mechanical Workshop, since it is indeed a comprehensive one. However, as matters stand, the system has not been implemented fully (see Section IV), and therefore is not fulfilling its control function.

In this respect, we would like to point out that the information sent by the Regional Treasurer to the Treasurer General (see Annex" ure 1) gave a completely erroneous and misleading picture of the situation existing in the Garage and Spare Parts Store. We would also like to point out that we-coucur with the findings of the First Commission. We have not felt it necessary to reproduce their findings and examples in this present report, since that first report has already been discussed and accepted by the Directorate. In view of the extremely disorderly and confused situation that exists, this Commission feels that it will be necessary to undertake a nearly complete reorganisation of the Garage and Spare Parts Store. Our detailed recommendations appear in the following section.

SECTION VII: RECOMMENDATIONS

1. SPARE PARTS STORE

- a) All parts in the Store, the Garage Office, and any other storage areas belonging to the Mechanical Workshop should be sorted, identified, labelled, and packed neatly in the Store according to vehicle type.
- b) A complete stocktaking should then be done. Current entries should be made on those stock cards which exist, and stock cards should be made for those items which do not already have them.
- c) Regular stock checks should be initiated.
- d) Minimum levels should be established.
- e) Adequate and proper shelving should be supplied.
- f) Spare parts should be issued only with proper authorisation.
- g) Maintaining cleanliness and neatness of the stock, the Store, and the Store files should be a routine.
- h) Thought should be given as to where and how used spares can best be stored.

2. TOOLS AND EQUIPMENT

- a) We tend slightly to the belief that tool boxes for a team of mechanics is a more suitable approach than daily signing out from a central point. However, both systems have their advantages and disadvantages, and proper thought should be given as to which is preferable in our circumstances.
- b) Some system of sanctions should be implemented immediately for those who lose tools, and it should be rigidly enforced.

3. SPARE PARTS PURCHASES GOODS RECEIVED PROCEDURES

- a) Purchases should be systematic. That is, a comprehensive stock for each vehicle type should be established and maintained, with functioning minimum levels. This will avoid crisis situations where vehicles are grounded for long periods of time.
- b) Purchasing should be done by someone outside of the Garage, whether the Transport Officer, a Purchasing Officer, or someone else. This individual should receive rational requisitions well ahead of time. A mechanic or the garage foreman should be available as a technical advisor when necessary.

4.

- 21 -

6) Purchase possibilities should be explored in various Tanzanian cities, Kenya, Botswana (via Headquarters), and via our offices and support groups overseas.

d) A systematic Goods Received record must be established and maintained. "

e) Ways to establish some sort of price control should be explored. For example, it may be necessary to provide the cashier with representative sample prices to act as a guideline.

f) Despite the complications of a wide range of donors, we should make all efforts to standardise our fleet as much as possible. (For example, we might decide only to buy 'Land Rover because the spares can be purchased locally.) This will be helpful in limiting the number of spares we have to stock. It will also mean that the mechanics can thoroughly familiarise themselves with a few models.

STANDING VEHICLES

a) A comprehensive examination of these vehicles presently grounded should be carried out. Those which are not worth repairing should be stripped of all usable spares (which should be entered into the Spare Parts Store records and properly stored), and the body sold as scrap. For those which can be repaired, all efforts should be made to get the necessary spares as a matter of urgency so that the vehicles can become usable again; Some of these spares may be found in the Spare Parts Store when it is organised.

b) There should be no more routine scavenging from vehicles. If it is decided that it is not advisable to repair a vehicle for one reason or another, it should be systematically stripped and the usable spares thus obtained should be entered into stock.

c) Proper records of work and spares awaited should be initiated and maintained.

d) Disassembly prior to receipt of Spares should cease (especially of engines); too many parts are lost with this practice.

e) Headquarters should be made aware that some of these vehicles (the South African models) cannot return to use without their active and speedy assistance.

f) Drivers must be made aware of their responsibilities regarding the vehicles under their care, both in relation to daily maintenance and proper driving methods. Sanctions should be imposed on those who do not cooperate, and should include if necessary removal from driving duties.

5. VEHICLE SALES

1a) The practice of inviting tenders should be revived.
1b) Decisions on whether or not to sell a particular vehicle should be made by the Treasury Secretariat, and not by an individual. These decisions should be based on comprehensive reports from the Mechanical Workshop, including the mechanics.

6. STAFF

a) Insofar as it is possible, we should have only qualified mechanics. Raw beginners should receive their training at the Vocational Training Centre and not in the Garage.
b) 'A Garage Manager must be found immediately. His duties should include:
i) supervision and coordination of those sections under him -- the Spare Parts Store, the Foreman (and through him the mechanics), the Clerk, Fuel (dispensing only and not purchasing);
ii) monitoring and analysis of work done and materials used;
iii) coordination with the Treasury and Transport Officer;
iv) evaluation of personnel needs and liaison with the Personnel Office; i
v) preparation and submission of regular reports to the Transport Officer, the Treasury, or both.'
c) A clerk is immediately required for the Garage Office. His or her duties should include the following:
i) establishment and maintenance of vehicle files;
ii) preparation of vehicle maintenance schedules;
iii) maintenance of numerical Work Order file and analysis book;
iv) in conjunction with the Manager or Foreman, to monitor spare part usage.
d) A full-time storeman must be assigned. He must be made fully conversant with all aspects of the Kalamazoo system and his part in the control function thereof.
e) Job Descriptions should be prepared for all Garage positions.

7.

a)

13)

-23-

GENERAL SITUATION RELATIONSHIP BETWEEN OFFICES

The Mechanical Workshop should not fall under the direct control of the Regional Treasurer. Logically, it should fall under the Area Treasury.

The Treasury Secretariat should play a more active role in monitoring and controlling the situation in the Garage. In this stage, it also has a vital role to play in reviving the situation. "

The Kalamazoo system should be properly and fully implemented, and thoroughly explained to all Garage staff.

The three copies of the Work Order form should be distributed as follows after analysis: one copy each to the vehicle file, and numerical file (both to be kept in the Garage Office), and one copy to the Treasury (for control purposes). Regular reports should be prepared for the Transport Officer and through him the Treasury Secretariat, regarding vehicle status, fuel usage, driver-related problems, and so on. There should also be regular meetings between the Transport Officer and the Garage staff.

The Production Unit/Works Committee structure should be utilised to combat the apolitical approaches and attitudes to problems seen among some of the ANC staff;

SECTION VIII: COMMENTARY _

Aside from the findings presented on the specific situation in the Garage and the recommendations arising therefrom, we feel that certain general points also need to be made:

1.

2.

'34,

Implementation of any agreed recommendations must be made immediately.

'Discussion only will not solve anything.

Although we discovered no direct evidence of deliberate sabotage, the disorganisation prevailing invites it. Indeed, perhaps some part of the disorganisation has been due to sabotage.² We suggest that the relevant structures look into this carefully;

Chaos grows over a period of time, and in a variety of ways. The situation should never have been left to fester for such a long time. If it was felt that the Garage staff was not fulfilling its duties properly, the Regional Treasurer (who was directly responsible for the Garage) should have stepped in. If the Regional Treasurer was not fulfilling his duties, the Treasury Secretariat should have stepped in. If the Treasury Secretariat was not meeting its responsibilities, the Directorate should have stepped in. As it was, a crisis was needed to galvanise action. Such an approach is not conducive to the best interests of the movement. We all have a collective responsibility.

The disorganisation and poor attitudes existing in the sector under investigation are not limited to this one aspect of Mazimbu, but seem to be general weaknesses of our complex. Many departments and sections in Mazimbu are affected to greater or lesser degree by corruption, indiscipline, disorganisation. These tendencies need to be stamped out thoroughly and urgently. Thorough attention should be paid to analysing these weaknesses, and finding appropriate administrative and political means to combat them.

e e e

ANNEXURE 1: LETTER FROM REGIONAL TREASURER TO
_ TREASURER GENERALz DATED 22 AUGUST 1284

Dear Comrade Thomas,

I am enclosing, herewith, a memorandum received from the Regional Commissar offering solutions to the "worries" he has regarding the workshop. N

; I have to date, not been told what these "worries" are nor have I been appraised of the "complaints" but the Regional Commissar deems it to be within his "jurisdiction" or "structure" to receive complaints and offer ready made solutions, together with an "almost" complete complement of personnel to implement his solutions. Of course, the acceptable course of action would have been to refer the complaints to me and I am sure that I could have the "ability" or possible "knowledge" to be in a position to explain the situation and if the complaints indicated any weakness in the structure at the mechanical Workshop, I could have taken action to remedy the situation. . '

As many of these "complaints" will, inevitably be brought to you at Headquarters, perhaps for genuine reasons, I am detailing every phase of the procedures at the Workshop, together with the strength and the weakness which exists within this area of work, so that you at Headquarters are in a position to be absolutely clear and familiar with the general set up of the workshop.

The procedures which I will outline are already in operation and are implemented on a daily basis and is part of the work routine. From the following you will understand why I cannot tie the "suggestions" of the Regional Commissar with any thing else but a pinch of salt. ' I

THE WORKSHOP PROCEDURES ARE AS FOLLOWS:

1. RECEIPT OF VEHICLE

The foreman prepares a list of the items requiring attention. This list should be supplemented by a list of the defects from the driver/owner of the vehicle. This list is prepared on a Works Order Form (specimen enclosed). It indicates, amongst other things, the spares required, the work to be done; oil change if necessary, and the workers allocated to the job.

2. WORK

The Mechanic receives a copy of the Works Order, obtains the spares, specified therein and proceeds to carry out the job as enumerated. He completes the time spent on job by filling in the back of the form. He consults with foreman where necessary and then hands the vehicle and completed form to the person, e.g. the foreman, in charge for testing and checking the work performance.

5. STOREMAN:

The storeman is responsible for keeping the stock and goods in good order, marking them so that they are easily identifiable, . and Where possible the stock is kept in Separate-bins; Thus all the vehicles of different makes will be departmentalised and easily accessible. H

a) Goods Received:

All goods received are supported by documentary evidence, such as Packing Lists, Cash Sale vouchers etc. These goods are checked and if found to be correct, signed for, entered into the daily issues and receipts records. (Specimen attached). The signed Cash Sale voucher is then submitted to the - Cashier for payment. The record of the transaction is then completed by entering the details in the appropriate parts order card (Specimen attached).

b) Goods Issued:

Upon production of the works order, the Storeman lists all the items issued on to the daily issues record. He then posts the on to the appropriate card. This card will reflect: - Type of Spares, date and quantity received, Issues and Balance. This should also show Cost, and the relative -store bin number, making for easy access. These cards are kept in a binder which is divided into appropriate sections for each make of vehicle. Each binder holds six hundred cards. The wide variety of vehicles which we maintain makes it imperative to hold stocks of many thousands of different items. '

c) Serviced Vehicles:

The vehicle and record card are then handed to the person responsible for testing the vehicle.

Office Records:

The office then proceeds to evaluate the cost of all the items reflected in the works order. All the works orders are numbered and entered in numerical order in an analysis journal showing the total cost, analysed into spares, labour and oil. This record gives the work done for any appropriate period, month and year and is calculated to show the value of spares used, labour spent, -etc. This information can be used to establish the value of stock on hand, the productivity of labour as well as lost time through bad management, bad work, etc. In addition, therefore every vehicle has its own "file", -into which is placed the appropriate works order. Each file is, therefore, a complete history of work done on each and every vehicle. This information would be at the manager's disposal at a moment's notice.

Advantages of the Szetem:

This system is widely used in many thousands of garages. It has been developed and marketed internationally (Kalamazoo). We thus gain the expertise of people trained to evolve systems to meet every facet of the Commercial World. 1 4

The accuracy of every item recorded can be checked and the stage is now set for a detailed or a random check. to be -carried out by an independent auditor. The whole procedure is, therefore, linked from the stores to the use thereof, to the actual stock on the shelves. Systems of stock recording are kept in other departments but they are limited in their effectiveness. -

Theft and the possibility thereof is considerably reduced. Theft could only take place by collusion between three people or more. I have noticed that the Director has described as part of a "job description" the task of checking and monitoring projects. Unless a pattern of work procedure has been established as outlined above, this is pure wishful thinking.

The Primary task, therefore, is to organise and establish methods of work and the recording of transactions to enable projects to be checked and monitored.

PROBLEMS:

The problems are mainly due to the particular economic situation prevailing here.

a) Spares are NOT available. This means:

' 1) Fruitless effort and time wasting. The foreman is using much of his time in non-productive work. Unfortunately we _ have no substitute to carry out this important task.

2) cars are kept unused and immobile for long periods of time. This means maintaining a bigger fleet to cope with the Transport needs.

3) Constant theft of parts off vehicles. Spares find a ready market.

4) The non-availability of tyres and batteries is also creating serious difficulties.

b) The need for Overall Management;

The foreman is fulfilling many tasks, including that of management, foreman; buyer, etc., and is urgently requires support to enable him to devote his undivided attention to work performance. An application has been submitted to ONV for an experienced and trained volunteer who could undertake this position.

c) The Discipline and work Performance of our ANC Cadres:

The attitude is most disappointing on the part of our cadres. They seem to be work shy. Yet the Commissar appears to think

f'28-

that they are the corner stone of his "solution". . In fact,
.mechanio Lubisi who is to form part of this "Team of Unit" has
not Worked for months. '

d) The obtaining of Goods:

A systematic method _of obtaining supplies, not bnly from Sol-
idarity groups, but emergency needs, must be organnd immediately
.if the spares dilemma is to be Overcome. We have the means of
z obtaining our needs but we do not get the correct response from
- London. Goods have been ordered, monies made available, but
sihCe its inception, we have had a negligible response. I per-
sonally, cannot visualise any other solution to our predicament
to keep our cars on the road. -

GENERAL

A security fence is required to encircle the workshop area as well
as other working areas. All vehicles must be kept in this area,
v when not in use. Night traffic must be stepped exceptfox'emergency
vehicles.

Slander and misinformation is spread about theft, incompetence etc.,
in connection with the workshop. I am of the opinion that this is
without foundation. Incompetence of the_mechanics is one such
, allegation. But I am more concerned by the negligenceand.lack of
daily_ care evidenced by the nature of the repairs needing attention.
There is evidence of criminal neglect to take reasonable care of
our vehicles. Of course, the difficulty of obtaining spares, even
such items as nuts and bolts, does not make the task of the mechan-
ics any easier and must be taken into consideration.

THEFT :

I have been told "you just don't know how much is stolen." Yes,
theft can take place off cars and spares off the shop floor. Every-
body has free access to the work place. 'This has to be a closed
area. But general theft is not on the cards. Of course, every
system is dependent on the manner in which it is implemented but
all systems are devised to limit the "opportunity" and "possibility"
of theft. People making these allegations have only after all to
give the information, such as the items taken, the time and the
place and such evidence as is available, for the matter to be taken
up. But the guilt by insinuation must be countered. I take strong
exception to this aspect of the Regional.Commissar's memorandum.

IN THE YEAR OF THE WOMEN!

(Signed)

'Nathan Marcus,

REGIONAL TREASURER - EAST AFRICA

AFRICANINATIQNALWCONGRESS.(8A).;1;M.

cc The Director

The Regional Commissar

The Project Manager

ANNEXURE 2:

Thobane:

Dennis:

Mnisi:

Ndelwa:

Tax:

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TOOLS NOT RETURNED

11.02.84 TO 20.11.84

BY MECHANIC

11.09.84

29.10.84

03.11.84

09.11.84

09.11.84

09.11.84

12.11.84

22.11.84

12.09.84

13.09.84

29.09.84

11.10.84

07.11.84

09.11.84

17.11.84

17.11.84

20.11.84

20.11.84

29.11.84

13.09.84

01.11.84

12.11.84

12.11.84

12.11.84

22.11.84

22.11.84

27.11.84

27.11.84

19.09.84

Makhasana:20.09.84

Freddy:

Frank:

24-09.84

25.09.84

19.10.84

19.10.84

20.11.84

22.11.84

26.11.84

24.09.84

fix 12-13

fix 16-17

grinding stick

fix 14-15

spanner cob. 19

ring 15-17

fix 20-21

torque wrench

plug sp.

comb. 8p. 11/16

ratchet

fix 01417106 (Ford)

sp. comb. 14

fix 24-27

pliers

fix 8-9 -

% ring 19-22'

ratchet

hack saw frame

_centre-puhch

wire brush

T-handle1
shortaext.
socket 24
fix 20-22
% ring 8-10
ring 12-15
ring 27-30; socket 27
jerry can
jerry can
fix 14-17
allen key
wire brush
plug sp. and punch
plug Sp.
tow cable
chisel
jerry can

Manamela:
Priva:
Juma:
Elliot:
Kgosi:
TimbWili:
Papathi:
Kilewa:
Yassini:
Mamba:
Pax:
26.09.84
06.10.84
08.10.84
12.10.84
.13.10.844_W
18.10.84
26.10.84
26.10.84
26.10.84
26.10.84
07.11.84
12.11.84
20.11.84
21.11.84
21.11.84
21.11.84
21.11.84
04.10.84
06.11.84
06.11.84
16.11.84
27.11.84
08.10.84
08.10.84
08.10.84
26.11.84
19.10.84
22.10.84
01.11.84
01.11.84
02.11.84
19.11.84
20.11.84
24.10.84
17.11.84
29.11.84
07.11.84
09.11.84
09.11.84
19.11.84
13.11.84
29.11.84
15.11.84
16.11.84
19.11.84
22.11.84
27.11.84_
- 50 -
socket 5/8& _
T hand18 . .mgmix
adjustable sp.
socket 20 & 23
l98828xt-
socket 27
ring 8-10
fix 14-15
fix 17- 19
fix 13- 14 . 1
grinding stick (3)
punch '

ring 20-22
ratchet
long ext.
socket 9/16
ring 18-19
ring 12-13
long ext.
T handle
plug sp. and punch
socket 3/4
T-handle
T-handle
long ext.
T-handle and ratchet
file, flat
fix 12-13
cylinder surfacing honeir
socket 22
allen key 5/16
fix 8-9
fix 16-17
fix 12-15 (2)
ring 8-10
test lamp
pliers
fix 12-13
ring 12-15
ring 14-17
pliers 1
ring 18-19
hammer
fix 15-14
fix 10-11
ring 21-23
fix 14-15

-31-

Kisond0: 21911154 hammergwbig. Mn

Msanya: 22.11.84". ring 14:15

30.11.84mmnte3t'lamp

Ramadhani: 24.11.84 V' W'sorewdxziver; , _

Mandova: 24.11.84 I-handle

124.11.84 socket 22

27.11.84 hammer

Bandai 26.11.84 socket 27

Eric: 29.11.84 ext.

ANNEXURE i:

- 32 -

STANDING VEHICLES AS ON DECEMBER 11, 1984 - .
INFORMATION AS PER FOREMAN

Dyna:

TZ58103:

TZ59893:

TZ43054:

T265640.

TZ51095:

T121CD5:

TZ52561:

TZ63364:

T237218:

TZSOS00:

TZ51096:

TZ38501:

standing since March 1985. Brake linings broken, taken to Abdulali for repair; no current information..sEngine all right. Tyres missing. -

Toyota HiLux. Engine seized. Parts were ordered. Tires transferred to the school bus. h

Toyota. No engine; Dismantled and oanarage'floor. No bearings. Main bearing gone. Steering mechanism put on a sold car. Window put on a Dar car. The problem was engine failure due to main bearing, gaskets.

Volkswagen. Problem with bearings and rings only.

Waz. Problem is clutch plate. Windscreen and windows gone. One tyre gone. '

White Waz. In garage for engine overhaul.

Toyota 7 ton truck. Problem is rings, bearing and cylinder gasket. One tyre missing.

Peugot. Problem was radiator. The engine is all right but not in the vehicle. Front wheels off vehicle but said to be in garage. Paint job needed.

Brown Land Cruiser. No engine (in workshop). Needs rings, bearings, springs, steering box, propeller shaft, front and rear shock absorbers, windscreen. The steering box was taken to the Supplies Land Cruiser. The windscreen was put into another vehicle (unknown).

Paz bus. Problem is contact breakers.

Yellow Lada. Has a Fiat engine. Windscreen was taken out and put on a Dar Lada. The vehicle is otherwise all right but needs new tires and distributor.

Blue Niva. Engine went to Nomaswazi's Niva. Car had Overturnei and was damaged.

Hino truck; Needs injector nozzle pipes, tires, indicators, heater plugs. Spares needed from South Africa. Tires have been moved to the Volvo.

Toyota tipper truck. Needs con rod bearings, main bearings, piston rings.

, "- 33' -weu.

TZ58104: eWhite Land Cruiser. ,Cylindep heed cxadkedg eombusion
chamber .n_eed?.Q...-.,, A ""- " v " v

NN)Qumperfjwqu2661_type auHas been ianerege about one week. ,Foreman
w)))) """"m didn't know what problem. Has not followed up.

Dumper: -small model. 'Foremanjgoesn't'know problem. Didn't
'e follow up. Missing 2 wheels.

.gggggggff Both have been e6ld t6 Abdulali. Only problem was
' tires. Some other parts have been taken while they
were standing. '

TZ46775: Mercedes Benz tipper truck. Requires cylinder head gas-
: ket, rings, bearings.

'TZ63655: Grez truck.' Only engine oil required, but none in stock.

T263656: Graz truck: Steering booster and oil seals required.

Wheel bearings were lying On the ground for many days.

;There were also a number of standing motorcycles, but these were
not included in the count.

f.

ANNEXURE 2:

- 55 -

MECHANICAL WORKSHOP STAFF

ANC STAFF

David Mokgotsi:

Mandla Pule:

Boikie Manamela:

Pax Thabo:

Enos Mabaso:

Freddy Mugwena:

Danger Witvoet:

Mamba:

TANZANIAN STAFF

Juma Rashidi:

Robinson Mnisi:

Yasini Tegamavili:

Priva Chamtitu:

Luiaro Timbwili:

Anyoises Ndelwa:

Notkel Kiliwa:

Liyi Isondo:

qualified auto mechanic; 3 year course in GDR;
present Garage foreman

3 year course in GDR on agricultural machines;
learner mechanic; placed as temporary storeman
after arrests of former storemen.

qualified auto mechanic; 2 year course in GDR

qualified auto mechanic; 5 year course in USSR;

2 year instructors course in GDR; presently

poor attendance

learner mechanic; no training

learner mechanic;

and attitude

no training; poor attendance

learner mechanic; no training; experienced dri-
ver; poor attendance and attitude

learner mechanic; no training; regarded as tem-
porary

65/-;

94/-;

does only tire repairs; often idling

qualified auto mechanic

94/-; qualified auto mechanic; does good work
in Land Rover and Peugeot

82/-; qualified auto mechanic; mediocre work

73/-;

94/-;

82/-; qualified auto mechanic;

Mercedes Benz

qualified auto electric mechanic

qualified auto mechanic; mediocre work

only good in

42/-; not a qualified mechanic; employed as a
panel beater but has no experience in this
trade; poor worker

Gilbrathy Haule: labourer; fuel filling post only

Dickson Meanya: t_qualified auto electric mechanic; has the certificate but does not know the work

NOTE: All information and comments regarding work capacity and attitude are those of the present foreman.