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DEVELOPMENT
CENTRE
DAKAWA



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1.0 INTRODUCTION

In the early 1980's the need to establish a new ANC Centre was recognised. In 1983, on a 2800 hectare (28 sq.km) tract of land, generously donated by the Tanzanian government and people, the ANC Development Centre, Dakawa, located 60 km North-West of Morogoro, was started.

Much thought and discussion was devoted by all ANC departments and organs to define the precise nature of the centre, whose name reflected the objective that it should be developed by the ANC membership itself. As a centre of self-reliance, its project activities were to be geared towards the development of a community able to meet the industrial demands of a free and democratic South Africa.

In 1984, the ANC adopted the Development Plan, prepared in consultation with a firm of Norwegian consultants, and which would form the basis of the further detailed planning and construction work at the Dakawa centre. Substantial progress was made in the first five years of implementation of the 1984 Development Plan.

In 1989, in the light of a fast changing political climate, the 3rd Dakawa Seminar of the ANC recognised the need to review the Development Plan. In 1990, following the unbanning of the ANC on 2nd February, work on the Revised 1984 Development Plan began in earnest. Now complete, this documentation will guide all developmental activities for the ANC Development Centre, Dakawa.

2.0 BACKGROUND

2.1 The 1984 Development Plan

Based on the 1984 Development Plan, the ANC centre at Dakawa was to be developed as a self-reliant community of 5000-8000 people with the relevant services and infrastructure to provide for training and employment opportunities. The guiding principle of Decentralisation was applied in the planning, given the objective difficulty of accurately forecasting the population build-up of this community in the ANC's situation of exile.

10 villages, each consisting of close to 100 residential units to house 350-400 people, were planned for Dakawa. As five clusters of twin village, each pair would share an Inter-Village Centre, accomodating a village hall, health post, nursery school and day-care centre. Industrial areas attached to each Village would provide training and production possibilities to the village residents.

Central community facilities including the main administration complex, health, cultural and vocational training centres and two primary schools were to be located in the Main Central Area (MCA).

Agricultural activity was to be based on an agricultural centre, a complex housing office and residential accomodation for staff, machinery yard, crop storage, animal feed mixing, poultry and dairy units. This centre (AGC) was to guide all the agricultural activity at Dakawa namely crop production, livestock and horticulture.

Special areas of the Development Centre were the Education Orientation Centre (EOC), housing youths arriving from South Africa and needing a period of assessment before joining the SOMAFCO schools or the Dakawa Vocational Training Centre (VTC), and the Rehabilitation Centre. The latter was intended for the social rehabilitation of people suffering from the effects of torture, alcohol and drug related problems.

The basic planning criteria had been originally developed by ANC technical staff on the basis of experience gained at the ANC Mazimbu centre and on the perceived needs and wishes of the future community at Dakawa.

2.2 The Revised 1984 Development Plan

Given the changing political situation following the unbanning of the ANC and possibilities of return to South Africa of ANC members, the revision of the 1984 Development Plan became imperative. During 1990, ANC technical staff, in active collaboration with the Tanzanian consultant firm, Sumar Varma and Associates, completed the Revised 1984 Development Plan, the planning tool to guide the future development of the Dakawa centre.

Based on the ANC Policy Statement on Projects, where the priority areas for the Dakawa development are defined as Education Training and Agriculture, the Revised 1984 Plan has sought to concentrate as far as possible, all future development around the existing infrastructural core, and, as such, is more condensed than the original 1984 Plan.

The Revised Plan designs for a reduced population of 2500, taking into account the need to provide primary and secondary education for 500 students and 200 adults, and vocational training for 200 apprentices. Emphasis for development is placed on maintenance of existing infrastructure and facilities and the expansion of educational facilities and accommodation where these already exist, as well as administration, agriculture and communal recreation facilities.

The number of villages is reduced to 4 - with Village Four (V4) of temporary timber structures to be phased out and replaced with permanent housing, Village Two (V2) nearing completion, infrastructural works and house construction ongoing at Village one (V1), and Village Tree presently on the drawing board.

The Agricultural Centre AGC will continue to form the base for agricultural development at Dakawa. Social and recreation facilities are envisaged and located at shorter walking distances through planted green areas.

2.3 Objective Difficulties

As pointed out in the 1989 Annual General Report of the ANC Construction department, the commencement of construction work at Dakawa was hampered by a number of problems not encountered to the same degree at Mazimbu,

where the ANC has now completed the SOLOMON MAHLANGU FREEDOM COLLEGE (SOMAFCO). These included:

- a) Lack of roads and drainage - Dakawa was practically inaccessible for construction during the rainy season.
- b) Lack of water, which forced the adoption of a two-pronged strategy:-
 - i) the development of the permanent water reticulation system within Dakawa but connected to a temporary supply from a well at Plot No. 18, which needed rehabilitation.
 - ii) investigation and development of a permanent supply from an underground basin 10 km away, the expense of which could only be met in the future, justified by Dakawa's actual growth.
- c) Lack of electricity which had to be pulled in from several kilometres away.
- d) The flat terrain which necessitates highly complex sewerage planning and soil investigation for each individual village.
- e) Unavailability of crushed stone in the vicinity.
- f) Absence of storage and workshop buildings.
- g) Absence of housing. At Mazimbu points f), g), were solved by using existing old buildings of the former sisal estate.
- h) Absence of qualified and skilled ANC manpower.

All these obstacles have had to be painstakingly surmounted. Some are still not yet resolved. However, whilst many difficulties are still to be faced, it would seem that the hardest climb now lies behind and construction is gaining momentum.

2.4 Progress to date

First Construction works at the Development Centre concentrated on the provision of basic infrastructure and include land clearing, drainage, sewerage disposal, water reticulation and supply, electrical power supply, access roads and the creation of a construction base. It was hoped to minimise the amount of temporary works, as these necessarily draw on available resources and detract from the main objectives, but

it has proved necessary to provide these. All these permanent and temporary works are itemised in the following summary:-

Permanent construction

- a) Main road construction and drainage system as well as roads and drainage within Village Two, Village One, Industrial Area Three (I3 Construction Base), Education Orientation Centre (EOC), the Vocational Training Centre (VTC) and Village Four (temporary housing).
- b) High Tension electrical power supply to and within Dakawa.
- c) Low Tension electrical reticulation in I3, EOC, and the VTC areas.
- d) Main water supply to V1, V2, V4, EOC, I3, VTC, AGC and the Main Central Area and also the reticulation in these areas.
- e) Sewerage reticulation for V2 and EOC.
- f) I3 stores, offices, workshops, fuel depot, prefab factory, etc.
- g) VTC dormitories, classrooms, administration and workshops and hall-kitchen block.
- h) I2 workshops (Garment and leather workshop).
- i) EOC dormitories, classrooms, administration, hall-kitchen and staff housing.
- j) V2 housing.
- k) IVC 1 Childrens Centre (Day-Care centre, Nursery, Health Post).
- l) IVC 2 Clinic wards.
- m) Intervillage Hall
- n) Common House

Temporary construction

- a) Temporary facilities at the EOC which comprised the first community at Dakawa.
- b) V4 light timber prefab emergency housing (approx. 90 houses)
- c) Pit latrines, about 25 of these have been built.

- d) Village hall
- e) Clinic
- f) Rehabilitation Centre
- g) Childrens Centre
- h) Textile printing workshop
- i) Agricultural Centre
- j) Adult education classrooms.

3.0 PROJECT STATUS

3.1 The 1990 Construction Programme

The Annual Construction Programme is a tool for ANC leadership and project management, and lists the activities to be carried out in planning, design, construction and maintenance throughout the year.

The 1990 Construction Programme, basing itself on the then ongoing revision of the 1984 Development Plan, has prioritized the completion of already existing structures and infrastructure. Whereas, some of the listed activities have been implemented, others have been delayed for various reasons. All ongoing activities are transferred into the 1991 Construction Programme.

a) Planning and Design

The ANC Construction Planning unit, working in close collaboration with their various consultant groups have completed detailed design documentation on the following projects:

* Agricultural Centre (AGC)

- Mechanical workshop, spare parts store and machinery yard
- Crop storage facility
- Feed Mixing station
- Poultry Unit
- Dairy Unit
- Cattle Spray Race

- Temporary Dairy
- Office, canteen and staff housing
- * Inter Village Centre One (IVC 1)
 - Day-care centre
 - Nursery school
 - Health post
 - Community hall
 - Kitchen Administration block
- * Main Central Area (MCA)
 - VTC Hall-Kitchen
 - VTC Bricklaying Shed
 - VTC staff housing
 - Primary-Secondary School
 - Main Library
- * Village Two (V2)
 - Common House
- * Infrastructure
 - Waste Stabilization Ponds (WSP)
 - V1 sewerage connection to WSP
 - Ranch Water supply
 - V3 Infrastructure for 18 houses
 - Main Water Supply
 - Main Electrical Supply / Reticulation evaluation
 - V1 Infrastructure
 - VTC Infrastructure
 - I3 sewerage connection
- * The Revised 1984 Development Plan
- * Others
 - I3 container housing
 - Change Room's
 - Transport office
 - Housing renovations
 - Landscape plans

b) Construction Works

Construction works completed or currently under implementation into 1991 are:

* Main Central Area (MCA)

- VTC Hall-Kitchen block

Construction complete. Gas equipment yet to be installed.

- VTC Infrastructure

Started November 1990.

- VTC Staff housing (9 units)

Started November 1990.

- MCA Electrical supply

Materials stocktaking ongoing for implementation in 1991.

- MCA Water and Sewerage

Completed but connection pending completion of waste ponds.

* Village Two (V2)

- 81 units (2, 3 bedroom houses)

Will be completed in first months of 1991.

- V2 Common House

Started October 1990.

- V2 low tension reticulation

Ongoing to be completed early 1991.

- Landscaping

Work ongoing.

* Village One (V1)

- Infrastructure (Electrical, Water, Sewerage)

Started January 1991.

- Housing

Work started January 1991.

* Inter-Village Centre One (IVC 1)

- Day-care centre

Completed.

- Administration - Kitchen

Construction complete. Awaiting installation of equipment.

- Nursery School

Completed.

- Hall
Started October 1990.
- Health Post
Nearing completion.
- Walkways and Landscaping
Completed.
- Water and Sewerage
Completed.
- * Industrial Area Two (I2)
 - Staff houses (4 no.s)
Completed.
 - Infrastructure
Completed.
- * Agricultural Centre (AGC)
 - Temporary Dairy
Completed.
 - Cattle Spray Race
Completed.
 - Machinery Yard
Excavation for foundation started.
 - Ranch
Nearing completion.
 - Ranch Water
Started January 1991.
 - ranch Electricity
Started December 1990.
- * Industrial Area Three (I3)
 - Main Stores Complex
Completed.
- * Inter-Village Centre Two (IVC 2)
 - Clinic extension
To be completed in first quarter 1991.
- * Village Four (V4)
 - Houses
Ongoing maintenance and renovation.

* Water Supply

- Horizontal Infiltration well, Plot 18
Completed.
- Wami River wells (2 no.s)
Completed.
- MCA Reticulation
Completed.

* Sewerage

- Waste Ponds

Completion in May 1991. Pressure pipes from VTC and V1 in progress.

* Maintenance

Maintenance of roads, culverts and drainage channels ongoing.

Buildings and landscape teams are now established.

- Visitors Camp, Roofs

Completed.

- Transformer Substations

Maintenance carried out in 1990.

3.2 The Planning Situation

During 1990, the revision of the 1984 Development Plan was successfully carried out by the consultant firm Sumar Varma and Associates in consultation with ANC technical staff. With the Revised Plan serving as a basis, a phased development programme and resource analysis to cover the next three years has been prepared.

The priority areas for the Dakawa development have been defined as Education, Training and Agriculture. As such, emphasis will continue to be placed on the completion of the various infrastructural networks (permanent water, sewerage, electricity, roads) and the completion and expansion of the individual educational institutions. Detailed design has been completed for the proposed Primary-Secondary School complex.

Simultaneously, emphasis is placed on increasing the stock of permanent housing. With V2 nearing completion and work starting up in V1, detailed design will now be carried out for V3 infrastructure and housing, along

with the phasing out of the V4 temporary housing, to be replaced with permanent units.

Detailed design has yet to be carried out on the various projects listed in the Revised 1984 Development Plan and which include the Health (HC), Cultural and Social (CSC) and Ecumenical Centres (EC). Extensive tree-planting and landscaping will be carried out in support of the environmental programme for the centre.

Presently, telecommunication systems have been investigated and are undergoing feasibility study with the local authority. All efforts are being made towards increasing the fire-fighting reserve capacity at Dakawa and the implementation of operational refuse collection and disposal systems.

3.3 Project Management

The further development of the ANC Centre, Dakawa, along the guidelines set out in The Revised 1984 Development Plan, envisages an effective municipal structure to organise and administer the various educational, institutions, socio-cultural and production centres of the community. The nucleus of this municipal structure is established and continues to develop with the incorporation of more qualified administrative and technical ANC personnel within the scope of the Dakawa development programme.

An effective management system within the overall municipal administration is required to coordinate the delivery of the various services to the community. Specifically, in the sphere of technical services the PROJECT MANAGEMENT UNIT, (PMU) has been established, born of much thought, consultation and discussion within ANC and with the unique contribution of the Norwegian Government and the NGO, Norwegian peoples Aid.

The PMU is responsible for the physical implementation of The Revised 1984 Development Plan and has been established to:

- Provide overall coordination of all development activities at Dakawa.
- Prepare development plans, guidelines and programmes as required.
- Provide contract management, supervision and control of planning, design and implementation activities.

- Plan,organise and implement short and long term construction and maintenance operations.
- Provide financial control of funds made available for the various activities.
- Coordinate donor inputs of personnel, equipment, materials and funds.

Present efforts are directed towards ensuring an increased and active ANC participation in the planning, decision making, implementation, operation and maintenance activities at the ANC Development Centre, Dakawa.

4.0 CONCLUSIONS

The 1990 construction programme, which constantly underwent revision within the framework of the Revised 1984 Development Plan, indicates that, in addition to roads, water, sewerage and electricity, the Dakawa of late 1990 should have found us with the complete and functioning villages V2 and V1, the IVC 1 Children's centre, Education Orientation Centre, a substantial part of the Agricultural Base (completed workshop and store, Machinery Yard, Crop Storage and Feed Mixing Station, Poultry Unit and Dairy), and a Primary School. The VTC was to have been extended to include the Kitchen-dining hall and staff houses.

The agricultural, health care and educational programmes would then begin to develop in adequate facilities, alongside those already properly housed, which include the Garment and Leather Factories.

Even though the 3rd Dakawa Seminar of April 1989 confirmed the decisions of the previous two seminars and endorsed all the major features and strategies of the 1984 Development Plan, the changed political situation resulting from the February 2nd, 1990 unbanning of the ANC, necessitated an extensive re-analysis of the content, scope and perspectives of the ANC Development Centre, Dakawa. The Revised 1984 Development Plan contains the guidelines for the future development of the Dakawa centre.

The 1991 Construction Programme, as presented in Appendix 4, represents the extent of ongoing works which are being carried over from 1990 into 1991. It is hoped that the implementation of the permanent water supply from the Wami River source will be carried and completed in 1991.

This increased supply capacity is vital for the accelerated pace of development envisaged in the Revised 1984 Plan. The supply of water to Dakawa for building and domestic uses continue to be one of the greatest hindrances to the development of ANC Dakawa.

The Construction Programme 1991-1994 is presented in detail in the Revised 1984 Plan and outlines the outstanding work necessary to ensure that the aims and objectives of the ANC Development Centre are fulfilled.

The ANC has had the good fortune of receiving considerable support and assistance from donors during the many years of its exile, which has enabled the Movement to establish viable settlements and projects. The ANC is deeply indebted for this generous assistance which will be of enormous assistance to the thousands of South Africans whom it has benefitted directly. With the prospects of a liberated free, democratic and non-racial South Africa drawing ever closer, it is the hope of the ANC that in the unfolding situation more assistance will be forthcoming for the tasks of continuing reconstruction.

REPORT COMPLIED BY:

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Dakawa, January 1991

POLICY STATEMENT ON ANC PROJECTS

1. The unbanning of the African National Congress has ushered in a fundamentally new era in the struggle against apartheid. The Movement's immediate challenge is to reconstitute itself in South Africa as a legal organisation after 30 years of proscription.
2. During those 30 years the ANC conducted an all round struggle against white minority rule through mass mobilisation, underground political organisation and the mobilisation of international support.
3. Another vital aspect of the ANC's struggle has been the creation of alternative institutions in preparation for liberation. During its years of exile the ANC diaspora has been democratically organised for the formulation of policy guidelines on constitutional matters, education, culture, etc. Huge settlements were established with comprehensive facilities for its exiled membership. A large range of projects providing educational, training, health, agricultural and cultural facilities were set up for purposes of self-reliance and in preparation for a liberated South Africa.
4. The SOLOMON MAHLANGU FREEDOM COLLEGE (SOMAFCO) encompassed in the Mazimbu Complex near Morogoro began in 1977 and the ANC DAKAWA DEVELOPMENT CENTRE began its existence in 1982. Both settlements provide varied facilities and cater for those from infancy to old age and produce food, furniture, clothing, leather goods and various services.
5. The ANC established other projects, such as the Chongela and Makeni farms in Zambia, a furniture factory and motor repair workshop, also in Zambia. the Moses Kotane Self-Reliance Centre in Angola provides vocational training in motor mechanics and sewing. There is a farm in Angola and one in Zimbabwe.
6. With the unbanning of the ANC and the decision of the National Executive Committee to transfer the ANC's Headquarters to Johannesburg, the future of all these projects and activities had naturally to be reviewed.
7. In attempting to determine the future of ANC projects it was necessary to take into account the declared intentions in the De Klerk government and its ability to ensure the practical implementation of a new reconciliatory and humane policy by all government agencies, including the police and security forces. If the process of negotiations were to be protracted, or, even worse, there were to be a dramatic reversal in the white power structure in South Africa, legal oppositional work could again be jeopardised, necessitating again facilities externally for further struggle.

8. The crux of the matter is that there needs to be a clear indication that the political changes taking place in South Africa are irreversible. Until such a point has been reached, the Movement will continue to bear responsibility for its membership and it is necessary that our plans for the future contain contingency arrangements to enable us to be flexible and to adjust if advances are more rapid than anticipated.
9. It is the view of the ANC that there are compelling reasons for the continued existence of external projects, especially in relation to human resources development. Therefore, SOMAFCO will remain in operation in the foreseeable future to cater for over 1,000 students. Due to the system of Bantu Education, thousands of young people are denied educational opportunities and it will take years for a democratic government in South Africa to introduce universal, compulsory and free education.
10. To enable a further 500 out-of-school youth in South Africa to benefit from education and training, the ANC has decided to continue providing secondary education and vocational training at the Dakawa Development Centre and to restructure these institutions to meet the needs of the new situation.
11. In contrast to the Mazimbu Complex, the Dakawa Development Centre is less well developed infrastructurally. The ANC is proceeding with ongoing development at Dakawa and is presently revising the 1984 Dakawa Development Plan in the light of the unfolding situation. The revised Dakawa Development Plan will be available by July 1990.
12. At present, all other projects at Mazimbu and Dakawa (the farms and small scale production units) will continue. As regards projects in Zambia, Angola and Zimbabwe, they will remain in operation for the present and a thorough review has commenced on their future.
13. The ANC is planning a series of consultations with donors during May 1990 in order to examine further the issues raised in this Statement.
14. As regards the Conference for Donors scheduled for the third quarter of 1990, it will proceed as planned. By then a concerted strategy and coherent plan of project development in South Africa and externally will be available for presentation to donors. Efforts are underway to plan and coordinate with internal ANC and MDM structures on projects.
15. The African National Congress has had the good fortune of receiving considerable assistance from donors, especially over the last twenty years of its exile. It has enabled the

Movement to establish viable settlements and projects through which human resources development for self-reliance and for a liberated South Africa has been the major achievement. Through our settlements and projects the reconstruction process for a new, democratic and non-racial South Africa was set into motion.

16. The oppressed people of South Africa are indeed deeply grateful for the generous assistance and the moral and political support that accompanied it. It is the hope of the Movement that in the unfolding situation, more, rather than less, assistance and support will be forthcoming for continued reconstruction.

Issued by the National Executive Committee
20 April 1990

