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## NEC TASK FORCE ON MAZIMBU AND DAKAWA

### REPORT OF FIRST TASK FORCE MISSION: 30.04.91 - 07.05.91

#### A. Background

The Task Force on Mazimbu and Dakawa was set up by the NEC on 5 April 1991 with the prime responsibility of planning and directing the phasing out of Mazimbu and Dakawa within a framework of between two and five years.

Responsibility for the phasing out process rests with the Assistant Secretary - General. The Task Force is headed by Sindiso Mfenyana. Its composition of reference appear *Land for* in Annexure 1.

The Task Force was guided in its work by an Action Plan which elaborates on its duties and identifies key issues to be addressed. (A copy of the action plan can be made available if required).

The Task Force assembled at Mazimbu on 30 April 1991 for its first mission which was concluded on 6 May 1991. Annexure 11 shows the programme followed by the Task Force.

#### B. **PRIORITY Task Regarding Primary and Junior Secondary Students**

At its meeting on 5 April 1991, the NEC decided that Pre-School children, Primary pupils and Junior Secondary students should be repatriated as soon as was feasible. In consultation with the Internal Education Committee and the NCCR Task Force on Education a team of Educational Assessors was appointed and its three members supplemented the Task Force during its first three operational days.

The assessor's collected data on the target groups with regards to educational levels, special needs, etc in order to facilitate the setting up of alternative schooling facilities in South Africa.

#### C. 1. **Establishment of a Management Committee**

A precondition for continued donor assistance was that the administrations of Dakawa and Mazimbu should be strengthened. The Assistant Secretary-General directed that a Management Committee for Mazimba and Dakawa be established. Isaac Makopo was appointed Director of the Management Committee and the Task Force was delegated to formulate the Terms of Reference for the *Committee*. The Management Committee has overall authority over Mazimbu and Dakawa with powers to decide on the phasing out process. Its Terms of Reference and composition appear in Annexure III.

2. The Task Force considered that it was necessary for the Management Committee to review the administrations of Dakawa and Mazimbu with the aim of streamlining decision-making and ensuring smooth management.

3. A sub-committee was set up to draw up a proposal for the autonomous financial management of Dakawa and Mazimbu.



## D. KEY FINDINGS AND DECISIONS OF TASK FORCE

### A. EDUCATIONAL INSTITUTIONS

#### I. Day Care Centre (DCC) and Nursery School (NS) - Mazimbu

##### 1.1. Findings

- 1.1.1. Most children in these establishments were expected to repatriate with their parents.
- 1.1.2. All ANC staff expressed desire to repatriate or go for further education
- 1.1.3. There are no expatriate staff of Tanzanian workers under contract.

##### 1.2. Major decisions

- 1.2.1. **DCC and NS to be closed following repatriation by UNHCR**

##### 1.3. Follow-up action

- 1.3.1. Adequate arrangements be made for children at pre-school level of parents requested to remain for phasing out period and of expatriate workers on complex.
- 1.3.2. Part of the facilities of the existing DCC and NS be selected to serve as a single Pre-School Centre (combined DCC and NS).
- 1.3.3. One ANC member be selected to run the Centre.
- 1.3.4. A plan for rational utilisation and/or security of unused buildings be formulated.

#### II. Day Care Centre (DCC)/Nursery School (NS) - Dakawa

- 2.1. Same as above.

#### III. Primary School (PS) - Mazimbu

##### 3.1 Findings:

- 3.1.1. The majority of pupils would repatriate with their parents.
- 3.1.2. Some of the pupils have no parents, one widowed parent of non-S.A origin, parents from the FLS or parents actively serving the movement or studying elsewhere in Tanzania or abroad.
- 3.1.3. Conditions in the boarding section remain extremely bad.
- 3.1.4. Sixteen ANC Personnel willing to repatriate, go for further education
- 3.1.5. Eighteen Tanzanian teachers and three Swedish teachers have their contracts expire at end of 1991 or end 1992.
- 3.1.6. **The ANC Internal Education Committee is pursuing the opening of a school in S.A with one of its aims being to receive pupils from exile**



## 3.2 Major Decisions

### 3.2.1 P.S. and boarding section to close immediately following repatriation

#### 3.3 Implications and follow-up

- 3.3.1 Pupils be made to write mid-year examinations and given their reports before repatriation begins and at the latest by end of June 1991. These reports to be used to gain placement in S.A.
- 3.3.2 Pupils be enabled to join the proposed new school in SA with some of their teachers from SOMAFCO to ensure smooth continuity of education as well as some psychological stability in their adjustment to SA society.
- 3.3.3 Therefore, it is urged that the process of identification of a school in SA, the enrolment of pupils and selection of teachers from Mazimbu<sup>a</sup> be considered a priority by the IEC and be finalised by end June 1991.
- 3.3.4 That the possibility of arranging a separate flight specifically for the selected pupils (and junior secondary students) together with their teachers be explored.
- 3.3.5 That all expatriate and Tanzanian teachers be interviewed with a view to reassignment of duties at the Senior Secondary School or Adult Education Division until expiry of their contracts or to terminate these contracts. That a Panel comprising the Chief Representative, Director, SOMAFCO Principal, Regional DMD Co-ordinator, Regional Projects Co-ordinator and Education Officer be assigned this task.
- 3.3.6 That donors supporting teachers contracts be consulted on these matters.
- 3.3.7 The Repatriation Committee draw up a list of all children whose parents are outside the region and the Management Committee inform them of the new situation.
- 3.3.8 A circular be sent by the Task Force to all ANC Missions.
- 3.3.9 A plan for the utilisation/security of vacated premises be formulated.

## IV. Dakawa Primary School

### 4.1 Findings:

- 4.1.1 The P.S. currently has approximately forty (40) pupils and a small ANC staff.

### 4.2 Decision

- 4.2.1 Dakawa P.S. to close following repatriation.

### 4.3 Implications and follow-up

- 4.3.1 Same as 3.3.1 - 3.3.9 above

## V. SOMAFCO Secondary School

### 5.1 Findings:

- 5.1.1 That following the departure of two planes from Tanzania, SOMAFCO comprised 330 students with 252 at Junior Secondary Level (form 1-3) and 78 at Senior Secondary Level (form 4-5)



- 5.1.2 That attendance by all forms was poor with the exception of 30 form V students. In all only 100 students attend regularly.
- 5.1.3 That out of 48 form IV students, only 35 have expressed willingness to remain till January 1993.
- 5.1.4 Therefore, following June 1991, SOMAFCO will comprise 65 students and following January 1992, 35 students.
- 5.1.5 The dormitory situation was bad with security and safety affected by thieving, vandalism and disruption caused by demobilised soldiers who are illegally occupying places in the dormitories and elsewhere in Mazimbu.
- 5.1.6 Approximately 65 of the students at Junior Secondary level are citizens of Frontline States.
- 5.1.7 Students raised serious concerns about their security, welfare (including stipends) and future.
- 5.1.8 Three qualified ANC teachers were willing to remain: S.Zindela - English; M.khuzwayo - English; M.Kibi - Mathematics.
- 5.1.9 S.Zindela will to assume the position of Principal following the departure of current principal.
- 5.2.0 There are 25 non-SA teachers at SOMAFCO Secondary comprising 19 Tanzanians, 4 Nigerians, 1 Zambian, 1 Dutch, with most contracts expiring at the end of 1991 or mid-1992. Eight of them teach Secondary School level.
- 5.2.1 That 13 teachers would be required for forms 4 and 5.
- 5.2.2 That the school would require the services of the library till January 1993.

### 5.3 Major Decisions

- 5.3.1 The Junior Secondary School to close at end of this academic term (June 1991).
- 5.3.2 The Senior Secondary School continue to operate until the end of the next academic year (January 1993).

### 5.4 Implications and follow-up

- 5.4.1 That forms 1 - 3 students be motivated to attend classes
- 5.4.2 Same as 3.3.1 - 3.3.9 above.
- 5.4.3 That adequate arrangements be made for the security and welfare of remaining students (including a guaranteed regular stipend)

## VI. Adult Education Division - Mazimbu

### 6.1 Findings:

- 6.1.1 The AED has 16 learners preparing to sit GCE O-Levels in June 1991 and plus minus 50 in January 1992.
- 6.1.2 Staff comprises one ANC and two Tanzanian teachers.

### 6.2 Major Decisions

- 6.2.1 The AED at Mazimbu be expanded to cater for up to 200 students at O and A levels.



## 6.3. Implications and follow-up

- 6.3.1 The AED and Projects Department urgently convene a workshop with invited resource people to determine viability and plan curriculum, certification, administration, staffing, recruitment of students, financing etc.
- 6.3.2 The AED to recruit qualified ANC and expatriate staff from the EOC, SOMAFED Primary and Junior Secondary schools.
- 6.3.3 AED and Regional MHQ representative to assess needs and numbers of ex-combatants willing to join Adult Education.
- 6.3.4 Association of ex-combatants and MHQ to be consulted by task force
- 6.3.5 Management Committee to ensure strict control to avoid any disruption of the Secondary School programme by the presence of adult learners in Mazimbo.
- 6.3.6 The AED to work out together with Secondary School a rational sharing of the classroom, dormitory and other facilities following repatriation.

## VII. Adult Education Centre - Dakawa

## 7.1 Findings:

- 7.1.1 The AED in Dakawa has - students, an ANC staff of three.

## 7.2 Decision

- 7.2.1 The AED be converted into a Literacy and intermediary AE programme for ex-combatants.

## 7.3 Implications and follow-up

- 7.3.1 Same as 6.3.1 - 6.3.4 above

- 7.3.2 The AED and VTC work out a rational sharing of the EOC classroom, dormitory and other facilities following repatriation.

## VIII. Education Orientation Centre (EOC) - Dakawa

## 8.1 Findings:

- 8.1.1 There are no students at EOC awaiting placement at SOMAFED.
- 8.1.2 Currently housing ex-combatants
- 8.1.3 The EOC has five qualified ANC teachers in the natural sciences.

## 8.2 Decisions

- 8.2.1 The EOC be converted into a centre catering for Literacy and other Intermediary Adult Education ~~and VTC programmes be known now and that this number then becomes stable. Once dormitory space is allocated to VTC and AED it will be impossible to house new arrivals at the EOC.~~

(Primary to S.C) for ex-Combatants and for use by the V.T.C.

- 8.3.2 Same as 6.3.1 - 6.3.3

At the time of writing during the period of one week over 100 people trickled into the EOC from various centres. They have not been assessed for qualifications or what they want to do.

## 8.3 Implications

- 8.3.1 It is vital that the number of people to be catered for by the Adult education and VTC programmes be known now and that this number then becomes stable. Once dormitory space is allocated to VTC and AED it will be impossible to house new arrivals at the EOC.



IX. Vocational Training Centre (VTC) - Dakawa

9.1 Findings:

- 9.1.1 The VTC has 89 trainees in 4 trades of whom 55 are willing to remain for a 2 year programme.
- 9.1.2 Three VTC teachers/instructors are willing to remain.
- 9.1.3 VTC has ~~4~~ expatriate personnel. 8 expatriate and Tanzanian experts/instructors are arriving soon or available to join on request.
- 9.1.4 The VTC currently has dormitory space for 32 students and construction of another dormitory block is underway.

9.2 Decisions

- 9.2.1 VTC programme to continue to June 1993 to enable completion of a two-year certified course.
- 9.2.2 Two more trades be taught at the VTC- Leather Craft and Garment making.
- 9.3 Implications and follow-up
- 9.3.1 The VTC will require the use of EOC dormitories to cater for extra numbers.
- 9.3.2 Leather and Garment factories to become part of the VTC.
- 9.3.3 Certification to be finalised and investigations into recognition pursued in S.A.
- 9.3.4 H.Q to provide numbers of comrades at Chelston and ex-combatants wishing to join the VTC and their respective trades.



## **E. PRODUCTION AND SERVICE INSTITUTIONS**

### **MAZIMBU**

#### **1. Mazimbu Library**

##### **1.1 Findings:**

- 1.1.1 The Mazimbu Library has 15 ANC staff and one expatriate worker (Head of Library)
- 1.1.2 Most ANC personnel wish to repatriate or to further their studies.
- 1.1.3 Two qualified librarians expected soon.
- 1.1.4 Six students currently undergoing training are expected to do their internship at Mazimbu.

##### **1.2 Decisions:**

- 1.2.1 The library to continue to function till end of school programme.

##### **1.3 Implications and follow-up**

- 1.3.1 The two full-time ANC Personnel who remain to be reinforced by Tanzanian workers and ANC internees.
- 1.3.2 Some of the archival material, South African book, photo, music and video collectives to be copied and sent to SA. All other material to remain in the library and eventually be handed over to the Tanzanian Government.

#### **2. Computer and Electronics Department**

##### **2.1 Findings:**

- 2.1.1 The Computer Centre has sufficient hardware and software to cater for the training needs of the school as well as to provide services to the administration, projects and community.
- 2.1.2 The Centre has one qualified ANC member and one expatriate willing to continue.
- 2.1.3 The Computers are old yet sufficient for training while software and other equipment like laser printers are valuable.
- 2.1.4 The Electronics Department is providing little service to the community, has no qualified staff remaining and has lost much of its equipment through theft.

##### **2.2 Decisions**

- 2.2.1 The Computer Centre to be maintained until the closure of the school to provide extra-curricular courses for students and the community as well as provide services.
- 2.2.2 The Electronics Workshop to close



### 2.3 Implications and follow-up

- 2.3.1 Inventory of all required equipment to be drawn up and remainder to be distributed to other projects. Software and Manuals to be copied and originals to be sent to SA. Any valuable equipment not required to be sent to SA.
- 2.3.2 Decision to be taken on whether to move to new premises in Block 5.
- 2.3.3 At least one person with knowledge of hardware and software to be retained for educational and administrative purposes.
- 2.3.4 Inventory of Electronics equipment to be compiled and repair work done to be transferred to the Maintenance/Electrical Department.

### 3. Photolab

#### 3.1 Findings:

- 3.1.1 The Photolab caters for all photographic and video recording requirements of the ANC.
- 3.1.2 The most valuable asset is the ANC photo archives.
- 3.1.3 With new consignment of equipment recently arrived from Italy and Netherlands, the lab has sufficient equipment to both maintain operations in video recording black and white and colour processing in Mazimbu and the transfer the same operations on a large scale to SA. Much of the new equipment is too advanced for a school training programme but suitable for setting up of a photo agency and laboratory.
- 3.1.4 Two ANC personnel willing to remain.
- 3.1.5 New premises for photolab ready for occupation.

#### 3.2 Decisions

- 3.2.1 Photolab to maintain minimum required operation at Mazimbu and and balance of equipment to be transferred to New Project in SA.

### 3.3 Implications and follow-up

- 3.3.1 One person to be identified to run Photolab.
- 3.3.2 Negotiations to take place with Italian NGO to determine mechanism and funding for transfer to SA.
- 3.3.3 Feasibility study and plan for relocation to be drawn up.

### 4. Block 5 Classroom Project

#### 4.1 Findings:

- 4.1.1 Construction of Block 5 complete with facilities for Computer Centre, Electronic Workshop, Art Lab, Kitchen, Tuckshop and Student Union offices.
- 4.1.2 Equipment for above already in Mazimbu or ready for shipping and four technical experts have been contracted to train personnel in setting up and use of equipment.



- 4.1.3 All equipment is for educational/training purposes.
- 4.1.4 SOMAFCO Secondary School does not offer computer, electronics or art at Senior Secondary level and no expansion of curriculum envisaged for the remaining form IV and V students.
- 4.1.5 There would be no one to train to use the equipment and insufficient students to justify completion of project at SOMAFCO.

#### 4.2 Decision

- 4.2.1 All equipment destined for Block 5 to be transferred to SA.

#### 4.3 Implications and follow-up

- 4.3.1 Discussions to be held with donor to effect transfer to SA.
- 4.3.2 Suitable educational/training projects to be identified in SA for the use of the equipment.
- 4.3.3 Decision to be taken on whether premises to be occupied and if existing Computer Centre to transfer to block 5.

### 5. Hospital

#### 5.1 Findings:

- 5.1.1 The hospital has eleven ANC doctors and staff willing to remain.
- 5.1.2 The hospital has fourteen expatriate staff:- two Cuban doctors and fourteen nurses, five Nigerian nurses, one Swedish nurse, one Tanzanian surgeon and anaesthetist.
- 5.1.3 New dental equipment recently arrived at hospital.

#### 5.2 Decision

- 5.2.1 Hospital to continue to operate

#### 5.3 Implications and follow-up

- 5.3.1 Sufficient ANC and expatriate staff to be selected to keep hospital fully functional.

### 6. Vuyisile Mini Furniture Factory

#### 6.1 Findings:

- 6.1.1 The factory has the capacity to supply the needs of the ANC as well as some excess capacity to produce for the market.
- 6.1.2 There are eleven ANC workers of which the six on the management team are willing to remain.
- 6.1.3 The Factory has one expatriate technical adviser.

#### 6.2 Decision

- 6.2.1 Furniture factory to continue to supply all ANC needs during



phasing out period and simultaneously work towards self-reliance through a phased programme of commercialisation.

### 6.3 Implications and follow-up

- 6.3.1 Supply of timber to be secured and payment for furniture by other departments where funds available to be looked into by FMB.

## 7. Mazimbu Farm

### 7.1 Findings:

- 7.1.1 The farm requires the ANC Manager and heads of sections to remain.  
7.1.2 Only the goat section considered as capable of producing sufficient excess products to commercialise.  
7.1.3 Funding for a few more years is secured.

### 7.2 Decision

- 7.2.1 Farm to continue to supply all ANC needs in Tanzania with the right to market all excess production.

### 7.3 Implications and follow-up

- 7.3.1 Question of payment by other ANC structures where funds available to be looked at by FMB.  
7.3.2 Farm to devise joint production, supply and marketing strategy with Dakawa farm.

## 8. Mazimbu Cobblery

### 8.1 Findings:

- 8.1.1 Has four ANC workers and seven Tanzanians.  
8.1.2 Currently doing minor repair work for Mazimbu community and assisting Dakawa Leather Factory with production.  
8.1.3 Most of the machinery is old.

### 8.2 Decision

- 8.2.1 Cobblery to close

### 8.3 Follow-up

- 8.3.1 PMB to decide on distribution/utilisation of assets.

## 9. Mazimbu Tailoring Workshop

### 9.1 Findings:

- 9.1.1 Has one ANC member and four Tanzanian workers.  
9.1.2 Currently doing work and alterations for community.  
9.1.3 Has eight machines in good condition.



9.2 *Decision*

9.2.1 Tailoring workshop to close.

9.3 *Follow-up*

9.3.1 PMB to decide on distribution of assets.

10. *Stores Department*

10.1 *Findings:*

10.1.1 The stores have nine ANC members serving.

10.1.2 Stores have three members willing to remain.

10.1.3 The stores have large amounts of material and equipment both new and old.

10.2 *Decision*

10.2.1 Stores to remain

10.3 *Follow-up*

10.3.1 Comprehensive inventory of all items to be conducted through physical recording; To include age of items.

10.3.2 PMB to advise on restructuring of stores/logistics and distribution of materials and equipment not required during phasing out period.

11. *Construction, Maintenance and Electrical Departments.*

11.1 *Findings:*

11.1.1 The workforce of the Construction Department consists of thirty three people of which thirty are Tanzanian and three unqualified, yet very experienced ANC members who are willing to remain.

11.1.2 Ongoing construction work due to be completed in four to five months, and then there will be no need for continued existing of the department.

11.1.3 One member of the department is engaged in building a monument and renovating the graveyard and this will require some time before completion.

11.1.4 No report was given by maintenance department.

11.1.5 The Electrical Department has ten workers, seven of whom are ANC and six of whom are qualified.

11.1.6 Once construction is complete only maintenance would be required.

11.1.7 Maintenance of all structures will become a priority in future.

11.2 *Decision*

11.2.1 Construction Department to finalise all work and the merge with the Maintenance and Electrical Departments.



## 11.3 Follow-up

- 11.3.1 The Management committee to identify core of personnel required to continue operations over phasing out period, arrange timely restructuring of the Departments and the drawing up of Maintenance budgets.

## 12. Mechanical Workshop, Transport and Welding Department.

## 12.1 Findings:

- 12.1.1 The Garage has ten ANC workers of whom one is qualified and seven unqualified Tanzanian workers.  
 12.1.2 The welding section has five ANC members, one of whom is qualified and three Tanzanian workers.  
 12.1.4 The services of all these departments will be required during the phasing out period.  
 12.1.5 A UNIDO projects for the supply of technical experts, equipment and training for the Mechanical workshop is in the pipeline.

## 12.2 Decisions

- 12.2.1 All departments to continue to render services.

## 12.3 Follow-up

- 12.3.1 PMB to look into the merging of the garage and welding workshop.  
 12.3.2 The PMB to look into the setting up of a pool of light cars to fall under the administration of the Director's office.

13. Other structures, departments and services at Mazimbu

- 13.1 The Management to look into the closure or need for the continued operations, staffing, restructuring, inventorisation of assets, securing of fixed assets, distribution of equipment etc of the following:-

Maternity Centre (Charlottes), Youth Centre (Tabora), Social Centre, Tuckshop, DAC, DRA, DIP, NSC, Post Office, Housing, Dormitories, Kitchens etc.

DAKAWA DEVELOPMENT CENTRE.14. Construction, Planning and Maintenance Department

## 14.1 Findings:

- 14.1.1 In Dakawa construction, planning, maintenance, electrical, garage, welding workshop, panel-beating, transport, construction finance and stores fall under the Project Managers' Office and are administered



by a Project Management Unit.

- 14.1.2 A schedule of all ongoing construction work is presented in Appendix .....
- 14.1.3 Intervillage Hall is being built by an ANC co-operative.
- 14.1.4 Although some preliminary work has been conducted, the funds for the permanent water supply are frozen.
- 14.1.5 Infrastructure (water, sewerage, electrical) for VI houses is complete with only 12 houses currently being built. Funding for 25 more houses is frozen.
- 14.1.6 Funding and planning work and some purchasing of materials is complete but no construction has begun on the Multi-Purpose Centre - a COSFE project, the Poultry project funded through CRFAA, and Machinery Yard for the farm.
- 14.1.7 The departments are fully staffed with the exception of the Garage and Transport Sections which do not have any qualified ANC personnel. Many workers have already repatriated and many more are planning to leave. The Head of Construction, B. Legobye and Head of Planning are committed to remain over the phasing out period.
- 14.1.8 Except for supervision of sites, not much work remains for architects.
- 14.1.9 The Construction and Planning Departments have five expatriate workers. The contract of a Danish Senior Architect expires in May, 1992 but he wishes to terminate his contract before the end of this year. A decision has to be taken on a newly arrived Nigerian architect. The contracts of the Norwegian Construction Technical Advisor, the Danish Site Co-ordinator and a Danish Site Engineer expire at the end of 1991 and can be extended if required. A Danish volunteer is on request for the garage.
- 14.1.10 Much of the administration of and consultancy for the construction programme is undertaken by the Norwegian NGO NPA.

#### 14.2 Decisions and recommendations

- 14.2.1 No new construction work and capital investment to be undertaken.
- 14.2.2 All ongoing construction will continue.

#### 14.3 Implications and follow-up

- 14.3.1 Permanent water supply and VI housing (12 houses) to proceed.
- 14.3.2 Management Committee to consider recommendation that poultry project and machinery yard are completed.
- 14.3.3 M.C to consider recommendation that Multi-purpose Centre project to be transferred to SA.
- 14.3.4 Funding to be secured for completion of all ongoing construction, fittings and furnishing.
- 14.3.5 NPA involvement will be required till end of phasing out period.
- 14.3.6 A core of ANC personnel to be identified who will work with expatriates and hired skilled labour.
- 14.3.7 The PMB to discuss the future role of the ANC co-operative.
- 14.3.8 A maintenance plan and budget to be drawn up.
- 14.3.9 A complete inventory of all the movable assets of these departments and stores to be compiled and PMB to advise on their distribution of those not required for the ongoing programme.
- 14.3.10 A plan for the utilisation of the construction base after winding down



operations needs to be drawn up (see 15.3.2)

## 15. DAKAWA FARM

### 15.1 Findings:

- 15.1.1 The farm has twenty-one ANC workers of whom eight are willing to remain. Three are qualified and heading sections.
- 15.1.2 The Farm Manager is on a Norwegian contract expiring in June 1991 with the possibility of an extension of a further six months under the CHIAA Poultry Project.
- 15.1.3 A farm mechanic from DVS is expected soon.
- 15.1.4 The poultry project (refer 14.1.6) can be operational by the end of 1991. An ANC poultry specialist - Comrade Reuben, is expected to return after completion of a course in 1991.
- 15.1.5 An expansion project for animal husbandry (livestock ranching) is in the pipeline and being funded by UNDP/FAO.
- 15.1.6 Steel structures and other material for construction of a Machinery Yard are already in Dakawa.

### 15.2 Decisions and Recommendations

- 15.2.1 The farm to continue to operate and supply all ANC needs with the option of marketing all excess production.
- 15.2.2 The Poultry project and machinery yard to proceed.

### 15.3 Implications and follow-up

- 15.3.1 Refer 14.3.2
- 15.3.2 A decision based on cost comparisons has to be taken on the relocation of the Agricultural Centre to the current construction base. This would imply locating the poultry project and machinery yard at construction and converting other buildings for agricultural use as the construction programme at Dakawa winds up.
- 15.3.3 Comrade Reuben to be contacted and contracted.

## 16. LEATHER FACTORY

- 16.1 Refer to

## 17. GARMENT FACTORY

- 17.1 Refer to

## 18. TEXTILE WORKSHOP

- 18.1 The Textile workshop is nearing completion of preparations for transfer to Grahamstown, SA.
- 18.2 It is recommended that the 4.w.d vehicle remain for use by the region. SIDA to be contacted.

## 19. Other departments, structures and services

- 19.1 Same as 13.1
- 19.2 Visitors Camp to continue to operate until end of 1991 when situation will be reviewed.



### **Garment Factory**

**Findings:** The factory has 23 people

- (a) The factory has four qualified ANC staff members, three volunteer workers, ten trainees and six Tanzanian workers (wives of comrades)
- (b) The two expatriate workers from Finland are available till the end of the year
- (c) The training programme for students finishes at the end of the year.
- (d) Time frame is insufficient for commercialisation
- (e) Expensive machines in good condition
- (f) The factory has a capacity to train 20 people.
- (g) Funding for student stipends, management salaries, and raw material not guaranteed. Part would come from production/sales.

### **Decision**

- 1. Incorporate into VTC

### **Implications and Follow-up**

- 1. Services of expatriate instructor to be served till June 1991.

### **Leather Workshop**

**Findings:**

- 1. There are 28 people in workshop with some new recruits plus four Tanzanians.
- 2. The manager would appreciate transfer of workshop staff and equipment to South.
- 3. One volunteer worker would be leaving at the end of 1991 while one experienced worker would be arriving from England in May 1991.

### **Decision**

Integration into VTC

### **Implications**

- 1. Inventory of assets and determination of any further equipment required for training
- 2. Certification
- 3. Question of Manzini's presence to be discussed by Management Committee.



**F. Finance and Personnel**

1. The Task Force commissioned the preparation of a proposal on the financial management of Mazimbu and Dakawa. The proposal should take into account the need to rationalise and demarkate the management of the finances of Mazimbu and Dakawa from that of the region as a whole.
2. The appointment of a Bursar for SOMAFCO was highly recommended and the Management Committee was instructed to identify and appoint a suitable candidate.
3. Inventories of all fixed and movable assets will be collated by the Regional Projects Office within 30 days.
4. Maintenance and Recurrent Expenditure Budgets will be prepared within 30 days, if necessary, with the help of consultants.
5. A Sub-committee for Staffing Levels and Remuneration was established to recommend the minimum number of workers who should remain during the phasing out period to keep operations running. The sub-committee was requested to keep the number of essential personnel to 90 and to recommend salary scales for them. The Preliminary Proposal on Salaries for ANC Workers in Tanzania appears in Annexure V. A preliminary estimate of US\$1,228,000.00 is arrived at for a year's salary budget for ANC workers in Tanzania. The Projects Department is delegated to secure the money required and to make appropriate arrangements for the management of the Salaries Budget.
6. The Task Force briefed the expatriate professional workers about the phasing out process and appointed a panel to interview each worker and to consult sponsors. See Section D3.3.5.
7. Tanzanian workers at Mazimbu and Dakawa are to be called to meetings for a briefing. The Regional Treasurer will recommend severance pay for long-serving workers, in consultation with JUWATA. The Management Committee was instructed to implement this decision.



# G. TANZANIAN GOVERNMENT AND OAU LIBERATION COMMITTEE

1. On May 4, 1991 representatives of the Task Force briefed the Prime Minister's Office. A summary of the consultation is attached as Annexure VI.
2. For a planned withdrawal from Mazimbu and Dakawa, the Task Force proposed the establishment of a Joint Tanzanian/ANC Working Committee. Tanzanian involvement will have to commence in a gradual manner to ensure a smooth eventual handover and to safeguard personnel and property during the phasing out period.
3. The Prime Minister's Office felt that it was premature to set up a Joint Working committee, which could come into being after a high-level ANC delegation led by the Deputy President or another senior leader presents the Chairman of CCM with a definitive withdrawal plan.
4. In the absence of Brigadier Mbita, his deputy at the OAU Liberation Committee was given a briefing about the phasing out from Mazimbu and Dakawa.

# H. DONORS

1. Representatives of the Nordic Embassies and Development Agencies were given a briefing by representatives of the Task Force. A summary of the meeting appears as Annexure VII. The Nordic countries have made considerable donations towards Mazimbu and Dakawa for over 12 years and are naturally concerned about the continuity and security of the settlements and their activities.
2. It was agreed to have consultations with each country on the implications of the phasing out on the respective Assistance Agreements.
3. After the departure of the Head of the Task Force on 06 May, three members of the Task Force:

I. Makopo, M Tikly, Z Manzkazana held further meetings with representatives of Embassies, International and National Aid Agencies, non-governmental organisations to brief them on the new situation, discuss implications for projects or personnel sponsored by them, to secure funding for the phasing out period and co-ordinate ongoing assistance. The following have been met so far:

Norwegian Embassy  
 Japanese Embassy  
 Italian Embassy  
 Danish Embassy/DAMIDA  
 Finnish Embassy/FINNIDA  
 SIDA  
 Norwegian People's Aid/NPA  
 German Volunteer Service/GVS  
 South African Extension Unit/SAEU  
 Tanzanian Christian Refugee Service/TERS

EEC Legation  
 UNDP  
 UNESCO  
 UNIDO  
 ILO



## 1. CONCLUSION

- 1.1 During its first mission the Task Force achieved its major objectives which were to:
- \* commence arrangements for the return of the Primary and Junior Secondary Students by July 1991.
  - \* restructure SOMAFCO, the Education Orientation Centre and the Vocational Training Centre.
  - \* assess and determine ongoing production and services activities.
  - \* establish the new Management Committee for Mazimbu and Dakawa and install the newly appointed director.
  - \* initiate arrangements for an appropriate financial management system, budgetting, inventories, determine staffing levels, remuneration and examine the implications for expatriate and Tanzanian workers, and
  - \* brief and consult the Tanzanian Government and major donors.
- 1.2 It is imperative that arrangements are made timeously for the returning primary and junior secondary students both with regards to their transfer from Tanzania and their schooling arrangements in South Africa. Their expectations have been raised and delay will have serious repercussions.
- 1.3 The recruitment of ex-combatants and students presently at Chelston and other places must be undertaken with immediate effect to make Mazimbu and Dakawa viable from the donors' point of view. After July, when primary/junior secondary students are repatriated, only 68 Senior Secondary Students will be left at SOMAFCO and a further 66 Adult Learners, making a total of 134. At Dakawa there are 87 VTC trainees and less than 50 at the EOC which will transform into an Adult Education Centre (AEC). Thus, between Mazimbu and Dakawa there will be 271 students and trainees left. Since the annual Recurrent expenditure is estimated to be between US \$ 2 million to \$ 3 million, the per capita cost is prohibitively expensive and unviable. IT IS THEREFORE IMPERATIVE THAT EX-COMBATANTS AND THOSE TEMPORARILY RESIDENT AT CHELSTON AND ELSEWHERE SHOULD BE SENT FORTHWITH TO MAZIMBU AND DAKAWA TO BOOST THE STUDENT AND TRAINEE POPULATIONS.
- 1.4 The Secondary School Principal feels that of the present 35 Form IV's, less than 30 might graduate to Form V in January 1992. Furthermore, he feels that even from this number, some will decide to repatriate. Hence there is likely to be an unviable number of Form V's at SOMAFCO next year. We plan to retain the services of 13 teachers for Form IV and Form V for this small number of students.
- 1.5 The three parties concerned, the Tanzanian Govt, donors and the ANC are concerned about the smooth handover of the Settlements of Mazimbu and Dakawa to Tanzania and the



effective continuation of their activities. Donors wish to know what their future use will be and who will be responsible for them so that appropriate funding arrangements can be made. For their part, Chama Cha Mapinduzi and the Government of Tanzania will be able to decide the future use of the Settlements only after they have a definitive withdrawal plan from the ANC presented by a senior leader of the Movement to the Chairman of CCM. This, therefore, requires urgent attention by the NEC.



**ANNEXURE 1****TASK FORCE FOR MAZIMBU AND DAKAWA****Terms of Reference**

1. to oversee the phasing out of Mazimbu and Dakawa in accordance with the decision of the NEC: to make plans for a phased withdrawal in two to five years.
2. to enter into discussions with the Government of Tanzania about the phased handover of Mazimbu and Dakawa.
3. to install a Mazimbu/Dakawa Management Committee responsible for administering the settlements during the phasing out period: to draft terms of reference for the Management Committee.
4. to provide quarterly reports to the SGO and TGO on the progress being made: the first report should be submitted after the Task Force's first mission to Tanzania.
5. to liaise with the relevant departments of the ANC and in particular with the Department of Education, the Internal Education Committee and the Repatriation Committee.
6. to collect all the relevant data on people and assets and advise on their distribution/relocation.

**COMPOSITION OF THE TASK FORCE**

Sindiso Mfenyane	Head
Barbara Watson	Assessor
Maira Degroot	Assessor
Mariana Cummins	Assessor
Seretse Choabi	
Mahommed Tikly	
Fanyana Mazibuko	
Caleb Headbush	
Isaac Makopo	
Manala Manzini	
Fanny Dlamini	
Jackie Morake	
Moffat Monnakgotla	
Don Ngakane	
Jimmy Mabaso	
Doctor Seleke	
Kenneth Kotelo	
Charles Motaung	
Mpho Keagile	

**Task Force Drafting Team**

Mohammed Tikly  
 Zwelakhe Mankazana  
 Bizza Legobye  
 Pule Tsatsi



## ANNEXURE II

30.04.91 - 06.05.91

**Tuesday 30 April:** Opening Task Force Meeting at Mazimbu with Academic Assessors.

**Wednesday 1 May:** (At Mazimbu except evening sessions)

08h00 - 09h00	Task Force meeting
09h00 - 11h00	Meeting with Somafo ANC Teachers
11h00 - 12h30	Meeting with Somafo Divisions
12h30 - 13h30	Task Force Meeting
14h00 - 15h00	Meeting with Heads of Production Units
15h00 - 16h30	Meetings with three groups of Production Units
20h00 - 22h30	Task Force meeting at Dakawa

**Thursday 2 May** (At Dakawa)

09h30 - 10h30	Meeting with all Educational Sectors
11h00 - 11h30	Meeting with individual Educational Sectors
12h00 - 13h00	Meeting with four groups
14h00 - 17h00	General members meeting
17h00 - 18h00	Meeting with ex-combatants

**Friday 3 May** (At Mazimbu)

08h00 - 12h00	Task Force meeting
12h00 - 12h45	Meeting with Professional Expatriate Workers
12h45 - 23h00	Task Force meeting (continued)
15h00 - 17h00	(Parallel) Meeting with Mazimbu Community

**Saturday 4 May** (in Dares-Salaam)

09h30 - 11h30	Meeging with Prime Minister's Office
14h30 - 17h00	Meeging with Nordic Embassies and Development Agencies

**Sunday 5 May** (In Dares Salaam)

10h00 - 13h00	Meeging with Dares Salam Community
18h00 - 19h30	Meeging with UNESCO Advisor

**Monday 6 May** (In Dares Salaam)

09h30 - 10h15	Meeting with UNDP
10h30 - 11h15	Meeting with OAU
14h00 - 15h30	Meeting with TCRS
16h00 - 17h30	Meeting with SIDA



**ANNEXURE III****MANAGEMENT COMMITTEE FOR MAZIMBU AND DAKAWA****Terms of Reference:**

The Management Committee shall:

1. have overall authority over Mazimbu and Dakawa, with powers to decide on the phasing out process. Where possible Departments at HQ will be consulted on matters relevant to them but in the interest of smooth and planned withdrawal and handover to Tanzania in the limited time available, the Management Committee is authorised to make decisions affecting all activities, taking into account the interest of the Department concerned and the community as a whole.
2. be accountable to the office of the Secretary General through the Head of the Task Force on Mazimbu and Dakawa; information from HQ about this Region should be relayed timeously to the Management Committee: policy decisions by the Management Committee should be relayed directly to HQ and practical decisions to the Departments concerned at HQ.
3. submit quarterly reports and minutes of its meetings to the President, Deputy President, S-G, T-G, Head of the Task Force, DOE and Projects Department.
4. convene on a monthly basis.
5. have consultations (through the aegis of the Chief Representatives) with the Government of Tanzania and other relevant bodies.
6. effect a withdrawal plan for the phasing out of ANC personnel and the involvement of Tanzanian authorities for the eventual hand over of Mazimbu and Dakawa to the Government of Tanzania.
7. make arrangements for the autonomous financial administration of Mazimbu and Dakawa; towards this end; prepare a proposal setting out mechanisms and accountability.
8. prepare a comprehensive inventory of all assets (fixed and movable).
9. commission the preparation of budgets for:
  - (a) running costs and
  - (b) maintenance
10. negotiate with donors for assistance, with powers to enter into agreements and ensure co-ordination with Headquarters.
11. ensure the security of all personnel and assets.



12. give consideration to the restructuring of the administrative and management structures of Mazimbu and Dakawa.
13. arrange appropriate study programmes for ex-combatants.
14. secure proper remuneration for all remaining personnel.
15. **Composition of Management Committee**

Isaac Makopo	Chairperson
Kenneth Kotelo	Regional Treasurer
Zwelakhe Mankazana	Regional Projects Co-ordinator
Jackie Morake	Co-ordinator Dakawa
Pule Tsatsi	Head of RPC
Bizzah Legobye	Projects Manager (Dakawa/Mazimbu)
Don Ngakane	Principal, SOMAFCO Secondary Division
Moffat Monnakgotla	Administrative Secretary, Directors Office
Mpho Keagile	Regional Co-ordinator, DMD
Doctor Seleke	Regional Co-ordinatory, PRO
Fanny Dlamini	Representative, NWL
Jimmy Mabaso	Representative, Health Department
Charles Motaung	Representative, R MHQ
Zama Mvusi	Head of Planning Department (co-opted)



## ANNEXURE IV

**SCHEDULE OF ONGOING/PIPELINE CONSTRUCTION ACTIVITIES  
at DAKAWA AND MAZIMBU  
(as at May 1991)**

<b>Activity</b>	<b>Donor</b>	<b>Estimated Completion Date</b>	<b>Comments</b>
<b>A. Dakawa</b>			
1. Permanent water supply	Norway		Funds frozen
2. VI infrastructure	Norway	June, 1991	Sufficient for houses
3. VI - 12 houses	Norway	Sept 1991	
4. VTC Dormitory Block	Finland		
5. VTC Bricklaying shed	Finland		
6. VTC - 9 houses	Norway	August 1991	
7. Agric Centre Infrastructure Machinery yard Poultry sheds	Norway/Denmark Denmark CRIAA	Dec 1991	Steel structures purchased
8. Construction base sewerage Connection	Norway		
9. PP Randh - 2 houses	General funds		
10. I V C I Intervillage halt	Operation Dayswork	Dec 1991	ANC Corporate
11. V2 Common house	Operation Dayswork	Dec 191	ANC Co-operate
12. Clinic extension and renovation	Swisscard	July 1991	



13. V2 Completion  
of last 15 houses

Aug 1991

14. VTC Power  
Supply

Norway

Cables and  
transformers  
available

15. Electrical  
reticulation/install  
ation

Norway

Ranch  
VTC  
Plot 18  
pumps



ANNEXURE V.PRELIMINARY PROPOSAL ON SALARIESFOR ANC WORKERS IN TANZANIA

After the anticipated repatriation in July 1991 of most of the Communities of Mazimbu and Dakawa a core of 98 ANC personnel will remain to keep the Settlement and the Dar es Salaam Mission operational.

The Management Committee for Mazimbu & Dakawa approved the following scales for ANC personnel based on the criteria of responsibility, qualification & experience :-

GRADE	A	:	US\$	1500
	B	:		1200
	C	:		1000
	D	:		800

The salary earners will be bound by a contract of service. No food supplies will be provided but housing, utilities and medical treatment, provided by the ANC, will be free. 30% of the salary will be paid in Tanzanian Shillings and the balance banked externally.

Provisionally, the budget estimate for the 98 ANC workers, most of whom are professionals, artisans, technicians, administrators health workers, etc, will be as follows:-

9	Grade A worker	@ 1500	=	13,400
22	Grade B workers	@ 1200	=	26,400
45	Grade C workers	@ 1000	=	45,000
22	Grade D workers	@ 800	=	17,600
<hr/>				
Total Monthly Cost :			\$	102,400
<hr/>				
Total ANNUAL Salary Bill amounts to				\$1,228,800
<hr/>				

Some workers, such as librarians, engineers, architects, etc are currently receiving financial incentives through Specific Project Agreements funded by Norway, Finnida, etc. These will be replaced by the new salary scheme.

To fund this budget the ANC requests assistance from its traditional donors, some of whom have already expressed willingness to support our personnel in Tanzania with adequate remuneration in order to ensure the smooth administration of our activities in Tanzania during the phasing out period.



The following table gives an idea of the sums required from various donors to meet the Salary Budget for Tanzania:-

UNDP	200,000
NORWAY	250,000
SWEDEN	250,000
DENMARK	250,000
FINLAND	100,000
ITALY	200,000
NGO'S	50,000
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TOTAL :	US \$ 1,300,000
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The total amount includes an element for administration costs. Details for the management of this salary scheme are being worked out.

25/5/91

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ANNEXURE VIMeeting with Prime Minister's Office (PMO) - 4/5/91

In his briefing, Cde Sindiso Mfenwana said that the ANC will in effect wind up operations at Mazimbu and Dakawa in two (2) years unless there is a reversal or delay in the negotiation process in S.A. in which case we would remain for another three (3) years. It is expected that mass repatriation will resume in July 1991 after the resolution of the remaining obstacles that UNHCR wants cleared before it takes over the repatriation exercise. The ANC's priority is to return pre-school, primary children and junior-secondary students by July 1991. Form 4's and 5's will remain to complete their O-level studies in January 1993. Adult Education facilities will continue at Mazimbu and Dakawa and the Vocational Training Centre at Dakawa will continue until mid-1993.

A Management Committee has been installed to administer Mazimbu and Dakawa jointly, with powers to make decisions during the phasing out period. Cde Isaac Makopo is the new Director of Mazimbu and Dakawa.

Cde Sindiso said that the Settlements of Mazimbu and Dakawa are a living symbol of the solidarity and friendship between Party, Government and People of Tanzania and the oppressed people of South Africa and the African National Congress. The time was approaching when these Settlements will be officially handed over to Tanzania and a proposal was put forward for the setting up of a Joint Working Committee to begin planning the handover process.

Cde Kaihula, Assistant to the Principal Secretary, responded by saying that this was premature. In his view there is a need for a high-level ANC delegation, led by the Deputy-President or another Senior person, to convey to CCM the ANC's final decision about withdrawal from Mazimbu and Dakawa. As with projects of other Liberation Movements, Tanzania will secure the Settlements until the Party decides their future use. Meanwhile, as there was a good working relationship between the PMO and the ANC Mission, the normal channels are sufficient to handle matters raised by the Management Committee.

On the ANC's concern for the security of personnel and assets at Mazimbu and Dakawa during the phasing out period, Cde Kaihula said that the Govt will secure the Settlements and that it had already taken measures towards this. However, he reminded the Chief Representative that the Regional Commissioner for Morogoro had requested a letter on the security situation.

On the ANC's wish to repatriate certain assets, such as new equipment and vehicles, the response was that there would be no problem with this request. Cde Kaihula was informed that certain donors were concerned about the future of the Settlements towards which they have made substantial financial and material contributions. Donors are willing to continue their assistance to ensure the maintenance of buildings and other assets and the continuation of activities. The PMO stated that the nature of donor assistance to Tanzania is different from assistance given to Liberation Movements and that the matter will have to be gone into after the ANC submits a definitive withdrawal plan.



The PMO did not foresee major problems about children of part Tanzanian parentage but problems could arise for some Tanzanian wives who will transfer to South Africa, as has been the experience with other Liberation Movements. However, these issues require detailed consideration at a later stage.

The ANC delegation outlined the situation that will arise for expatriate professional experts serving at Mazimbu and Dakawa, including the thirty seven (37) Tanzanian teachers, some of whom will be requested to work in a different capacity, eg. in the Adult Education Division, while others will become redundant.

Cde Kaihula thanked the ANC delegation for the briefing and concluded by saying that when the ANC leaves Tanzania, " a gap will be felt in our Community".



## ANNEXURE VII

## Meeting with Nordic Representatives - 4/5/91

Present: Swedish, Norwegian ambassadors, Danish Embassy first Secretary, Finnish Embassy second Secretary and representatives of SIDA, NPA, ICRS.

Task Force Delegation: Sindiso Mfenyana Manala Manzini, Issac Makopo, Zwiakhe Mankazana, Mohammed Tikiv.

The briefing led by the Head of the Task Force, Sindiso Mfenyana, comprised the following information:

- a) the main objective of the Task Force on Mazimbu and Dakawa is to direct the phasing out process of the two Settlements; the targetted period is two years but will be extended up to another three (3) years if there is a reversal or delay in the negotiating process in South Africa;
- b) the priority responsibility of the Task Force is to arrange the transfer of pre-school, primary and junior secondary students to S.A. by July 1991, a team of educational assessors collected relevant data at SOMAFECO to facilitate the establishment of two schools in South Africa for the pupils and students who will transfer. The South African Government has agreed in principle to assist with the setting up of these two schools;
- c) another priority task has been to install a MANAGEMENT COMMITTEE for MAZIMBU and DAKAWA with powers to make decisions on the phasing out process and to discuss with the Government of Tanzania and donors in this regard; Isaac Makopo has been appointed the new Director of Mazimbu and Dakawa;
- d) the Government of Tanzania has been briefed about the new policy on phasing out and the ANC has proposed the establishment of a Joint ANC/TANZANIAN GOVT WORKING GROUP to handle the phasing out process and eventual hand-over of the Settlements to Tanzania; the Government of Tanzania wishes to leave the Settlement entirely in ANC hands for the present and will consider its own joint involvement when the time is ripe; the ALC informed the Government of its wish to transfer to S.A. certain assets and was told that this would not pose any problem;
- e) SOMAFECO's form IV and V students will remain until the current form IV's graduate in January 1993; Adult Education facilities at both Dakawa and Mazimbu will be expanded to accommodate those who left South Africa recently and ex-combatants; the VTC at Dakawa will continue up to mid-1993 after the completion of the two-year training programme that will commence in July 1991;
- f) the future of certain categories of children, such as those of mixed parentage, is being given special attention;
- g) the phasing out of SOMAFECO will result in some expatriate teachers being either-reassigned other teaching duties or made redundant; both the teachers and their sponsoring organisations are being consulted; the same applies to other expatriate professionals working at Mazimbu and Dakawa;



h) after the anticipated repatriation of the rest of the ANC community, under the aegis of UNHCR by July 1991, a group of approximately hundred (100) ANC workers will remain to keep the educational institutions, projects and the Dar-es-Salaam Mission in operation; the ANC has decided to remunerate these essential workers according to a new salary structure that is comparable to pay received by ANC workers in S.A; a budget is under preparation and donors will be requested to contribute towards it;

i) a PROJECTS MANAGEMENT BOARD has been set up by the Task Force to direct and monitor the farms, small-scale industries and the service sector at Mazimbu and Dakawa; this Board will recommend the future status of production projects and their length of operation;

j) the ANC is concerned about the security of both Settlements and is collaborating closely with Govt and Tanzania on adequate security measures during the phasing out process;

k) Mazimbu and Dakawa symbolise the close ties between Chama Cha Mapinduzi and the African National Congress and once the Settlements are handed over to Tanzania, the Government & CCM will decide on their future use.

In the discussion that followed further elaboration was given on aspects of the above briefing and on related matters.

It was noted that due to the new situation practicalities will have to be worked out for current assistance programmes, especially with regards to:

- a) Norway's assistance for the development of Dakawa
- b) assistance to the VTC from Finland and Norway
- c) daily necessities allocations due to reduced numbers
- d) activities in South Africa.

All the Nordic representatives expressed their appreciation for the briefing. A request was made for an overview report from the Task Force, giving a perspective of the future, especially the role of Tanzania in the Settlements and with regard to Projects with an income-generation potential. Donors will be kept informed about ongoing developments.