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THE NEC - COMMISSIONED INTER - DEPARTMENTAL  
DELEGATION TD TANZANIA, 12 - 20 DECEMBER,  
1991.

The Inter-Departmental Delegation visited Tanzania during the period 12th to 28th December. It comprised representatives of the Transport, Building a Technical Services, Projects and Social Welfare sections of the Office of the Treasurer-General, and the Health and Education sections of the Office of the Secretary-General.

The delegation was to have spent a period of two weeks in Tanzania, between the 3rd - 17th December, but the constraints of time, coupled with the fact that of the ten departments mandated to fulfill this mission only five could do so, meant that it was not possible to comply fully with the Terms of Reference for the mission.

The f-z-llc-wing constitutes the Fiepert t-:: the National Executive Committee, as stipulated in the Terms of Reference for the Delegation (Ref. Annex I), and is based on the extensive consultations of the Delegation with the QNE Chief Representative to Tanzania, the Management Committee for Mazimbu and Dakawa, the management teams of various production centres in both Mazimbu and Dakawa, the staff and students of the Vocational Training Centre, Dakawa, and a representation of the Prime Minister's Office, Government of the United Republic of Tanzania.

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#### 1.9m INTRODUCTION

Never before, in the history of liberation struggle, has any liberation movement developed institutions of such international significance as the Solomon Mahlangu Freedom College in Mazimbu and the ANC Development Centre, Dakawa, in Tanzania.

The schools, training centres, farms and industries of SDMAFCD and Dakawa represent much more than the sum total of their physical assets, with a replacement value estimated conservatively to be in the region of USD 18 million. The enormous endeavour which went into the development of these centres, captured the imagination and support of the whole world, and was grounded in the aspirations of our struggle; many of which may not be realised for decades to come.

As we now repatriate, the eyes of the world are focussed on the unfolding negotiations and the repatriation process.

Those who have provided consistent support to SDMAFCD and

Dakawa sympathise with the problems that face us, the fast changing political dynamics, and the need to complete the repatriation speedily.

They are, nevertheless, deeply concerned with the future of our projects, having repeatedly expressed their willingness to continue to maintain the settlements and to consider future participation.

In turn, the Tanzanian authorities regard the settlements as being the ANC's and await the decisions, recommendations and guidance of the ANC as to their future use.

Notwithstanding the present demands of the struggle, the ANC will be judged internationally in the manner in which it heads ever SOMGFCU and Dakawa. Ours is the duty of handling ever these projects in the most responsible manner.

There is a need, then, for the African National Congress to bring its visionary capability to bear on the future use of Mazimbu and Dakawa. As the last triumphant liberation movement of the subcontinent, we are aware that many ideals for which we and others have fought have yet to be attained. As we formulate our policy on the future use of SOMGFCU and Dakawa, we should seek an approach that keeps alive the flame of Liberation and the long term aspirations of the peoples of Southern Africa; an approach which continues to attract donor support; an approach which will continue to benefit the African National Congress of South Africa. We refer specifically to Item No. 3.08, which defines the concepts for the future use of Dakawa.

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-- Various scenarios need to be examined in the winding-down and hand-over arrangements for the SOMGFCU and Dakawa settlements in Tanzania. The decisions will depend on:

- the decision on the students of SOMGFCU and the Vocational Training Centres in Mazimbu and Dakawa, respectively

- the decision on the Mazimbu and Dakawa farms

Regardless of which option will be adopted by the NEC, our minimum obligations will still be those of completing all the ongoing construction projects, activity which can be satisfactorily completed by April, 1992; and facilitating the maintenance of the structures developed jointly with Norwegian People's Aid over a period of 1 - 2 years. It is thus recommended that all heavy plant maintenance equipment and vehicles be kept in place during this period.

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The hand-over of the Mazimbu farm can only be completed in a year, providing that a Joint management team is set up immediately. In the case of the Dakawa farm, this can be handed over in mid-1992 if the further development is carried out. The Dakawa farm is presently operating from temporary structures but has a large dairy and beef cattle studs

OPTION 1.

This option envisages the placement of all the SOMAFCD and VTC students in alternative institutions of learning at the earliest opportunity, say by April 1992, and the hand-over of the project complexes in June/July. This necessarily takes into account the maintenance obligations for Mazimbu and Dakawa mentioned above, and the farm hand-over obligation for Mazimbu. This option will require only a limited AND presence in terms of management personnel but will require immediate decision on whether to begin planting the season's crop.

OPTION 2.

This option envisages the continuation of the VTC until the present student intake completes in June 1993, with the possible transfer of Form IV and V SOMAFCD students to Dakawa. The SOMAFCD complex could then be handed over in mid-1992.

However, this implies the maintenance of a core of ANC personnel to continue with the provision of health and logistical backup for this community. This option should be considered with specific reference to Option 3.

OPTION 3.

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If SOMAFCD and the VTC in Dakawa are closed down immediately and all the students repatriated, it will still be possible to complete all the existing pipeline projects at the Dakawa Farm by June 1992. This will enable the hand-over of a fully functional farm, capable of operating under a joint management with the Mazimbu farm on a commercial basis and independently of donor funding. A decision on this option will feed directly into proposals for the future use of Mazimbu and Dakawa and potential income generation for the FNE. It should be pointed out that this option does not require GNC assistance.

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## SETTLEMENTS

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Should the AND withdraw from Tanzania in mid-1991, as envisaged in the Terms of Reference, the only viable option will be to hand-over the settlements of Mazimbu and Dakawa to the CCM/ Government of Tanzania. "

The Tanzanian authorities have formed a national Task Force comprising various government departments and ministries to look into the mechanisms for this transfer. Given the magnitude of both of these projects, however, there is naturally a reluctance to accept these projects at such short notice. The deliberations of the Tanzanian Task Force are as yet inconclusive as the AND has yet to define its intentions with its assets. Pending the decision of the AND, the Tanzanian authorities will limit their involvement to the installation of a temporary management team to prepare for the transfer. Emphasis has been placed on the need for an independent decision of the AND to determine the future use of the two centres.

In internal discussion within the AND and with some donors, it has been proposed that the SDMAFCD complex be handed-over to a regional agency such as BADGE for use as a training facility. It has been suggested that an institution under BADGE would stand a better chance of attracting international funding and expertise. Though this idea has not been thoroughly examined, it is doubtful that such an agency would be able to take over within the short time-frame envisaged.

Should OPTIONS 2 and 3 be meted for, i.e. a phased withdrawal and transfer over a longer period involving a joint management of ANC personnel and the future user, it may be a viable proposition to bring the Dakawa Farm to full operational capacity. It has been proposed that the farm could then be used as an agricultural college run on a commercial basis under a Trust, a facility which could provide scholarships for South African students as well. At the time of writing, a report is awaited from the Dakawa Farm Manager on his investigations on possible funding sources for such a proposal.

Given the longer time frame for the hand-over in OPTIONS 2 and 3, it may be advisable to already approach BADGE on the possibility of taking over the SDMAFCD complex. Again, a joint management structure would have to be put into place within the first months of 1993.

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#### INCOME GENERATION

The Inter-Departmental Delegation conducted a preliminary study on the possibilities for income generation from the assets in Tanzania. Apart from the sale of substantial assets (Ref. Annex II) the ANC has two major potential sources of income generation, and possibly a third, depending on negotiations with CCM/ Government of Tanzania:

#### LAND AND HOUSES

The ANC has title deeds on plots of land and houses in Dar-es-Salaam, Mbaraka and Mbeya. An independent assessment by the consultant firm, Sumar Varma & Associates, prepared at our request, valued these properties at a market value of TSH 100 ZZZ 30% or approx. USD 500 000 . This evaluation did not include the Mbeya properties due to time constraints (Ref. Annex III).

Special attention should be given to the Mirambo Street plot and the sites at Jangwani Beach. The Mirambo Street plot is located next to the Norwegian Embassy in the inner city diplomatic area and was given to the ANC to build new offices. Funding constraints prevented this project from being carried through even though all the design and planning work was done, including working drawings. The beach properties were earmarked for low-density residential development in prime property areas.

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Ample possibilities for income generation exist if these properties are developed, even if not within the previous planning parameters. For example, the construction of an office block of up to six floors is a viable proposition on the Mirambo Street plot in the center of Dar-es-Salaam. Prime office space can readily be leased but in foreign exchange, even to a future South African Government.

The Delegation was made aware of a large plot, zoned for light industrial " commercial development opposite the main TAZARA railway station on the Pugu Road thoroughfare. This property was given to the ANC by SANFD when the Namibian repatriation process was nearing completion and has been used since by MK. '

It is the recommendation of the Inter-Departmental Delegation that this work should be carried out and a feasibility study can be tabled at relatively short notice. I detail these proposals.

#### THE VUYISILE MINI FURNITURE FACTORY.

The buildings, machinery, ventilation plant, tools, designs

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and cutting-lists at the furniture factory have an estimated replacement value of close to USD 1 60% 000.

In South African commercial terms the machinery is outdated, though robust and ideal for Tanzanian conditions. The factory is fully equipped and a container is currently ready to leave Finland with sufficient spares and accessories to last E - 3 years.

The factory is operating commercially and undergoing registration as a company. It is managed by two ANC comrades with technical assistance from a Finnish expatriate. It employs about 5% Tanzanian workers. Since 1979, it has supplied SDMAFCD and Dakawa with all frames, doors, cupboards and furniture. Current sales are approx. R 62 GED and average expenses are approx. 5 32 080 per month. It is estimated that these figures can be doubled now that the ANC's requirements have been cleared. The furniture factory has enormous potential to generate income, both in Tanzanian shillings and in convertible currency. '

It is the recommendation of the Inter-Departmental Delegation that the proper hand-over of the factory should be undertaken over a period of 3 years, during which time it should be run as a joint venture to provide financial support for the ANC Mission in Tanzania. '

THE MRZIMBU AND DAHAHA FARMS.

With the commencement of the ANC Development Centre at Dakawa, major feasibility studies were commissioned on the agricultural development of Dakawa. As a result, subsequent planning has focussed on the linking of the two centres to achieve maximum viability. In particular, it has been foreseen that Dakawa's crop production potential would supply the Mazimbu livestock.

Due to slow funding processes the Dakawa Farm has developed in temporary but solid structures. All contracts for the erection of permanent structures for the farm were halted by the Delegation as it is envisaged that the existing structures at the Construction Base can be adapted by future users to serve the agricultural functions required. Seasonal planting of crops was, however, recommended by the Delegation to continue as this will enhance the significance of the official hand-over.

The potential for generating income from the Mazimbu and Dakawa farms for the Movement is not great even though, under a central management, they may be able to function independently of donor assistance. ,\_i -

### 3.14 DISPOSAL & TRANSFER OF ASSETS.

It is the declared intention of the AND to hand over the settlements of Mazimbu and Dakawa to their future users in fully functioning condition. To achieve this end, a core of ANC personnel was selected early in 1991 to remain behind, even after the repatriation process was completed, to ensure that the wind-down and hand-over processes were carried out satisfactorily.

The Maintenance Programme (Ref. Annex IV) elaborated by the Construction/Maintenance Depts in Mazimbu and Dakawa will ensure that all existing infrastructure and pipeline construction projects remain operational during the period until the official hand-over can be effected. It is envisaged that the proposed structure will remain in place even beyond the official hand-over for a limited period, given the complexity and scale of the various projects in the AND centres.

During 1991, comprehensive inventory lists were prepared by the Management

Committee for Mazimbu and Dakawa, of all the assets of the AND in the region. Even though these inventory lists are presently being updated, it is already possible to identify the resource base of materials, equipment, vehicles, etc, with which to complete all the pipeline construction projects and simultaneously implement the Maintenance Programme.

However, a considerable surplus will still remain of construction materials and technical equipment. It will be necessary to dispose of this surplus either through sale on the local Tanzanian market or through transfer to projects in South Africa.

Both these alternatives were investigated by the Inter-Departmental Delegation whilst in Tanzania. Considerable interest was expressed by a major Norwegian construction company to purchase materials and equipment (Ref. Annex V) from ANC and, also, to participate in a joint venture in the development of the plots in Dar-es-Salaam, mentioned above. These proposals need to be further explored with the interested party.

As regards projects in South Africa, our own departments have requested that some assets be transferred here. In the case of computer equipment, for example, funds have already been secured to effect the packing, clearing and forwarding of the SOMQFCQ equipment to South Africa. In other cases the funding sources are not yet ascertained. Huphuka Trust in Durban has appealed, through the UTE, for some of the VTC garment factory equipment to be used in its skills development programmes for returnees.

Cost estimates were calculated for the shipping of containers from Tanzania to south Africa. It is estimated that a maximum of 1% - 15 containers will need to be shipped, at a cost of approx. USD 4580 per container, to Johannesburg. These costs can be considerably lowered as ANC has personnel on the ground familiar with local clearing and forwarding procedures and also a container transport rig in Mazimbu. —

It is recommended that very expensive photographic, computer, drawing office and other equipment be transferred to South Africa as seen as is possible, while the remaining surplus can be sold in Tanzania for freely convertible currencies.

#### 4.WB TASKS

In light of the coming repatriation process being carried out but under the auspices of the UN High Commission for Refugees, process to be completed by the end of January, 1992, and pending the decision of the ANC National Executive Committee as to the end use of the settlements in Tanzania, it is necessary to highlight the tasks which need to be fulfilled immediately with a view to handing over these projects.

In consultation with the Management Committee for Mazimbu and Dakawa and the Office of the Chief Representative in Tanzania, the following were identified:

4.81 A high-level delegation of the ANC will need to meet with CCM/ Government of Tanzania at the nearest opportunity to communicate the decisions of the NEC regarding the future of the settlements in Tanzania and to negotiate the details of their hand-over.

It is imperative that this be done as seen as possible; all aspects of a Joint management team comprising ANC personnel and the future user will depend on which option is decided.

5.62 A team has to be identified and despatched to Tanzania in January to conduct a physical check of all the stock listed under the inventory lists.

This team should be invested with authority to identify and sort all transferable and saleable assets, arrange for the packing, clearing and forwarding of transferable assets and to negotiate and supervise the disposal of all saleable needs.

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It is recommended that this team work directly under the Office of the Chief Representative but separately from the existing management structure in order to facilitate speed of execution.

It is an urgent priority that a shortlist of core personnel in Tanzania be drawn up. This unit will provide the necessary logistical support to the team until all aspects of winding up and hand-over are completed. Given that repatriation will recommence on the 13th of January, new contracts should be drawn up for these comrades and their salary budget should be secured (Ref. Annex VI).

In that repatriation is ongoing, and target date of June-July 1992 is actually feasible, it is necessary to separate the MK logistical inter-facing from the stores of the Regional Treasury.

Bulk storage facilities at Mazimbu are presently being used by the Army for transshipping supplies to the camps. All warehouse space will now be required for the securing of disposable and transferable assets as the sorting process is conducted.

Within the framework of income-generation, it is necessary to plan, negotiate and supervise the implementation of the projects identified:

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- the development of the ANC properties in Dar-es-Salaam, and
- the commercialization of the furniture factory under a joint management.

The pipeline construction projects (Water, sewerage, staff quarters) need to be completed by March-April 1992 as projected, and the maintenance programme put into place. The joint management team for the Mazimbu/ Dakawa farms will need to be installed immediately if the farm is to be handed over in the envisaged time-frame of 1 year.

Market outlets in Tanzania need to be investigated as an urgent priority as the demand for the farm produce diminishes with repatriation. A decision is necessary as to whether to continue the development of the Dahawa Farm. The security of the houses and all moveables has to be ensured as our cadres now leave Tanzania.

It is necessary to pack and furniture from the houses 5 and to secure these in safety until they are handed over with the

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The Vocational Training Centre in Dakawa must continue until placements in alternative centres are found for the students.

Health care and logistical support, however limited, will have to be continued in support of the VTC students.

Donor inputs, including expatriate staff, will have to be scaled down. It will be necessary to officially inform governments and NGD's of the AND decision as to the future of the Tanzania projects.

The Tanzanian inputs will have to be scaled down accordingly.

It is proposed that special recognition be given to these veteran Tanzanian workers who have been with the projects from their very inception.

As repatriation continues, it will be necessary to reduce the staff of the official AND representation in Dar-es-Salaam accordingly.

Special note should be made of the need for a winding-up team under the Office of the Chief Representative, as proposed above, and also the need to plan in detail for the official handover ceremonies.

It will be necessary to maintain a core of administrative, secretarial, telecommunications and public relations staff in Tanzania during the period up to handover.

As many of our comrades are buried in Tanzania, a decision is required as to the future of the cemeteries.

In Hazimbu, extensive works have been done to create a fitting resting place for our dead. In Dakawa, these works have been limited to marking the graves and keeping the

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The security of SDMAFCU and the ANC Development Centre, Dakawa, are paramount if they are to be handed over as fully functioning settlements.

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From the tasks outlined above, it will be apparent that a joint management structure will have to be established immediately, if the withdrawal of the QNC from the region is to be effected smoothly. It is the considered opinion of the Intergovernmental Department that, despite the lateness of the

hour, it may still be possible to carry out this transition

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in an orderly and competent manner. However, action must be taken now. The Inter-Departmental Delegation to Tanzania thus recommends:

18 A senior NEC delegation be sent to Tanzania immediately to negotiate and formalise the handing-over of the settlements of Mazimbu and Dakawa at the earliest opportunity.

5.; At these negotiations, prime importance should be placed QQ\_U!

the formation of the Joint Task Force or Management Team to oversee all aspects of the winding-up procedure and supervise the implementation of the tasks outlined above. As repatriation commences in the 2nd week of January, it is imperative that the AND component of the Joint team be identified immediately and a salary budget secured for these comrades.

.33 Given the funding constraints facing our movement, feasibility studies should be commissioned immediately to investigate the income-generation potential fully.

.46 An independent team be despatched to Tanzania immediately to supervise the disposal and transfer of ANC assets.

Zama Mvuei, Building & Technical Services  
Spencer Hodgson, Projects  
for the Inter-Departmental Delegation  
Jehannebuvg, 3rd January, 1991.

53C TASK FORCE PROPOSALS  
CONCERNING DAKAWA AND uhz;ggo.  
25 HAY 1991.

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POLICY STATEMENT ON PROJECTS.

According to the ANC statement on Projects in Tanzania, the settlements of Mazimbu and Dakawa will be used for another 2 years, with the option of another 3 years if the negotiation process goes into reverse or is delayed. The phasing out process was guided by the need to allow senior secondary students to graduate in January 1993 and vocational trainees to complete their trades training in June 1993.

2335 FORCE ON MAZIMBU AND DAKAWA.

A Task Force on Mazimbu and Dakawa was set up headed by a member of the NEC. Its primary role is to plan and monitor the phasing out process. During its first mission between April 30 to May 6, 1991, the Task Force began the implementation of an Action Plan and will convene periodically to effect its mandate.

PRIORITY TASK.

The Task Force gave priority to the repatriation to South Africa of SOMAFCO'S Primary and Junior Secondary Students. With the help of the NCCR Schooling facilities are being arranged for them in South Africa and they are expected to leave in July 1991.

MANAGEMENT COMMITTEE

Another priority matter attended to by the Task Force was the strengthening of the administration of Mazimbu and Dakawa. A MANAGEMENT COMMITTEE for MAZIMBU AND DAKAWA and a new Director were installed. The MANAGEMENT COMMITTEE will have authority to make decisions affecting the phasing out process and will liaise closely with the Government of Tanzania and the principal donors concerned with Mazimbu and Dakawa.

To improve the administration of the settlements and the management of specific projects the TASK FORCE :-

- a) Mandated the MANAGEMENT COMMITTEE to review the administration structures of Mazimbu and Dakawa, and.
- b) Established a PROJECTS MANAGEMENT BOARD to direct Project activities, especially those concerned with production and services.

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The strengthening of the Dar es Salaam Mission was also considered a priority by the Task Force and towards this end it has recommended to the Treasurer General that the Norwegian allocation originally intended for the construction of a new building in Dar-es-Salaam now be used to rent and maintain new office premises.

The TASK FORCE drew up a proposal for the remuneration of a core of between 90 to 100 ANC personnel who will remain after the repatriation of the rest of the communities of Mazimbu and Dakawa. In its view, those remaining to carry out tasks should be comparably remunerated as those members working in South Africa for the ANC. Those approved as essential personnel will work according to a contract of service and defined job descriptions. The ANC has already secured US\$250 000 of USS 1,2 million from SIDA towards the salaries Budget for Tanzania and requests other traditional donors to make contributions.

CONSTRUCTION ACTIVITIES AND PRIORITIES.

The accompanying document specifies the construction activities and priorities for Dakawa as approved by the TASK FORCE. Essentially, ongoing contracts will be completed and those new construction and infrastructure activities will be undertaken that are necessary for the viability of the settlement as a whole.

The TASK FORCE gives top priority to the provision of a permanent water supply. In the event of a reversal or slowing down of the negotiation process towards a new democratic South Africa, the facilities so far available at Dakawa will be of considerable importance. The settlement is endowed with facilities in regard to housing, administration premises, roads, electrification, sewerage, health, education and training that are sufficient, or soon will be, for a population of at least 1500 and could be extended in an emergency. It is only in regard to a permanent source of water sufficient to meet the present and future demand that provision has yet to be made. There is an existing water reticulation system with adequate capacity for both storage and distribution.

RESTRUCTURING OF EDUCATION AND TRAINING FACILITIES.

There will be approximately 600 learners and trainees (senior secondary students, adult learners and vocational trainees) who will remain during the phasing out period. SOMAFCO at Mazimbu and the EDUCATION ORIENTATION CENTRE AND VTC at Dakawa are being restructured to accommodate the increased number of vocational trainees and adult learners.

The VTC is currently being consolidated and will provide certificated courses in carpentry, electrical installations, bricklaying and plumbing. Two new trades will be added when the Garment and Leather Factories are transformed into VTC workshops. A 2 year programme will commence in July 1991 for these 6 trades.

FINNIDA has approved the construction of a dormitory unit and a bricklaying shed as part of the training programme of the VTC.

CONSULTATIONS WITH THE GOVERNMENT OF TANZANIA AND DONORS.

The TASK FORCE had consultations with the Government of Tanzania on May 4, 1991 on the phasing out process. The ANC proposed the setting up of a Joint Tanzania / ANC Working Group to coordinate the phasing out plan. Concern about security and future donor assistance were also discussed.

The Tanzania Government wishes to leave the ANC in full control of the settlements for the present and said that Chama Cha Mapinduzi will decide at the appropriate time the future use of the settlements. However, the Government of Tanzania has jointly with the ANC already taken certain security measures to safeguard personnel and property.

A briefing was given by the TASK FORCE to members of the NORDIC EMBASSIES and Development Agencies on May 4, 1991.

A summary of the briefing will be made available.

REPORT

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CONCEPTS FOR THE FUTURE USE OF THE MAZIMBU AND DAHANA SETTLEMENTS

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The Tanzanian authorities have formed a national Task Force comprising various government departments and ministries to look into the mechanisms for this transfer. Given the magnitude of both of these projects, however, there is naturally a reluctance to accept these projects at such short notice. The deliberations of the Tanzanian Task Force are as yet inconclusive as the ANC has yet to define its intentions with its assets. Pending the decision of the ANC, the Tanzanian authorities will limit their involvement to the installation of a temporary management team to prepare for the transfer. Emphasis has been placed on the need for an independent decision of the ANC to determine the future use of the two centres.

In internal discussion within the ANC and with some donors, it has been proposed that the SDMAFCD complex be handed over to a regional agency such as BADGE for use as a training facility. It has been suggested that an institution under SADCC would stand a better chance of attracting international funding and expertise. Though this idea has not been thoroughly examined, it is doubtful that such an agency would be able to take over within the short time frame envisaged.

Should OPTIONS 2 and 3 be met for, i.e. a phased withdrawal and transfer over a longer period involving a joint management of ANC personnel and the future user, it may be a viable proposition to bring the Dakawa Farm to full operational capacity. It has been proposed that the farm could then be used as an agricultural college run on a commercial basis under a Trust, a facility which could provide scholarships for South African students as well. At the time of writing, a report is awaited from the Dakawa Farm Manager on his investigations on possible funding sources for such a proposal.

Given the longer time frame for the handover in OPTIONS 2 and 3, it may be advisable to already approach SADCC on the possibility of taking over the SDMAFCD complex. Again, a joint management structure would have to be put into place within the first months of 1993.

### 3.10 INCOME GENERATION

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The Inter-Departmental Delegation conducted a preliminary study on the possibilities for income-generation from the assets in Tanzania. Apart from the sale of substantial assets (Ref. Annex II) the ANC has two major potential sources of income generation, and possibly a third, depending on negotiations with ECM/ Government of Tanzania: gamp AND HOUSES

The ANC has title deeds on plots of land and houses in Dar-es-Salaam, Meregbe and Mbeya. An independent assessment by the consultant firm, Sumar Varma & Associates, prepared at our request, valued these properties at a market value of TSH 100 BBB BBB or approx. USD 502 BED . This evaluation did not include the Mbeya properties due to time constraints (Ref. Annex III). \_

Special attention should be given to the Mirambe Street plot and the sites at Jangwani Beach. The Mirambe Street plot is located next to the Norwegian Embassy in the inner city diplomatic area and was given to the ANC to build new offices. Funding constraints prevented this project from being carried through even though all the design and planning work was done, including working drawings. The beach properties were earmarked for low-density residential development in prime property areas.

Ample possibilities for income generation exist if these properties are developed, even if not within the DYEVIQUS planning parameters. For example, the construction of an office block of up to six floors is viable proposition on the Mairambb Street plot in the center of DarweSeSalaam. Prime office space can readily be leased but in foreign exchange, even to a future South African Government. The Delegation was made aware of a large plot, zoned for light industrial \_ commercial development opposite the meim TAZARA railway station on the Pugu Road thoroughfare. This property was given to the ANC by SANPD when the Namibian repatriation process was hearing completion and has been useessince by MK. .

It is the recommendation of the InterDepartmental Delegation that this work should be carried out and a feasibility study can be tabled at relatively short notice to detail these proposals.

#### THE VUYI ILE MINI FURNITURE FACTORY.

The buildings, machinery, ventilatimn plant, tools, designs

and cutting-lists at the furniture factory have an estimated replacement value of close to USD 1 000 000%.

In South African commercial terms the machinery is outdated, though robust and ideal for Tanzanian conditions. The factory is fully equipped and a container is currently ready to leave Finland with sufficient spares and accessories to last 2 - 3 years.

The factory is operating commercially and undergoing registration as a company. It is managed by two ANC comrades with technical assistance from a Finnish expatriate. It employs about 5% Tanzanian workers. Since 1979, it has supplied SDMAFED and Dakawa with all frames, doors, cupboards and furniture. Current sales are approx. R 62 000 and average expenses are approx. : 32 000 DEB per month. It is estimated that these figures can be doubled now that the ANC's requirements have been cleared. The furniture factory has enormous potential to generate income, both in Tanzanian shillings and in convertible currency.

It is the recommendation of the Inter-Departmental Delegation that the proper hand-over of the factory should be undertaken over a period of 3 years, during which time it should be run as a joint venture to provide financial support for the AND Mission in Tanzania.

THE MAZIMBU AND BAHAMA FARMS.

With the commencement of the AND Development Centre at Dakawa, major feasibility studies were commissioned on the agricultural development of Dakawa. As a result, subsequent planning has focussed on the linking of the two centres to achieve maximum viability. In particular, it has been foreseen that Dakawa's crop production potential would supply the Mazimbu livestock.

Due to slow funding processes the Dakawa Farm has developed in temporary but solid structures. All contracts for the erection of permanent structures for the farm were halted by the Delegation as it is envisaged that the existing structures at the Construction Base can be adapted by future users to serve the agricultural functions required. Seasonal planting of crops was, however, recommended by the Delegation to continue as this will enhance the significance of the official hand-over.

The potential for generating income from the Mazimbu and Dakawa farms for the Movement is not great even though, under a central management, they may be able to function independently of donor assistance. , ,7 -

### 3.14 DISPOQQL & TRANSFER OF ASSETS.

It is the declared intention of the AND to hand over the settlements of Mazimbu and Dakawa to their future users in fully functioning condition. To achieve this end, a core of ANC personnel was selected early in 1991 to remain behind, even after the repatriation process was completed, to ensure that the winding-up and hand-over processes were carried out satisfactorily.

The Maintenance Programme (Ref. Annex IV) elaborated by the Construction/Maintenance Depts in Mazimbu and Dakawa will ensure that all existing infrastructure and pipeline construction projects remain operational during the period until the official hand-over can be effected. It is envisaged that the proposed structure will remain in place even beyond the official hand-over for a limited period, given the complexity and scale of the various projects in the ANC centres.

During 1991, comprehensive inventory lists were prepared by the Management Committee for Mazimbu and Dakawa, of all the assets of the AND in the region. Even though these inventory lists are presently being updated, it is already possible to identify the resource base of materials, equipment, vehicles, etc, with which to complete all the pipeline construction projects and simultaneously implement the Maintenance Programme.

However, a considerable surplus will still remain of construction materials and technical equipment. It will be necessary to dispose of this surplus either through sale on the local Tanzanian market or through transfer to projects in South Africa.

Both these alternatives were investigated by the Inter-Departmental Delegation whilst in Tanzania. Considerable interest was expressed by a major Norwegian construction company to purchase materials and equipment (Ref. Annex V) from ANC and, also, to participate in a joint venture in the development of the plots in Dar-es-Salaam, mentioned above. These proposals need to be further explored with the interested party.

As regards projects in South Africa, our own departments have requested that some assets be transferred here. In the case of computer equipment, for example, funds have already been secured to effect the packing, clearing and forwarding of the SDMAFCQ equipment to South Africa. In other cases the funding sources are not yet ascertained. Huphuka Trust in Durban has appealed, through the DTG, for some of the VTC garment factory equipment to be used in its skills development programme for returnees.

Cost estimates were calculated for the shipping of containers from Tanzania to south Africa. It is estimated that a maximum of 10 - 15 containers will need to be shipped, at a cost of approx. USD 4562 per container, to Johannesburg. These costs can be considerably lowered as ANC has personnel on the ground familiar with local clearing and forwarding procedures and also a container transport rig in Mazimbu. t"

It is recommended that very expensive photographic, computer, drawing office and other equipment be transferred to South Africa as seen as is possible, while the remaining ERF can be sold in Tanzania for freely convertible currencies.

#### 4.03 TASKS

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In light of the ongoing repatriation process being carried out under the auspices of the UN High Commission for Refugees, process to be completed by the end of January, 1992, and pending the decision of the ANC National Executive Committee as to the end use of the settlements in Tanzania, it is necessary to highlight the tasks which need to be fulfilled immediately with a view to handing over these projects.

In consultation with the Management Committee for Mazimbu and Dakawa and the Office of the Chief Representative in Tanzania, the following were identified:

A high-level delegation of the ANC will need to meet with DCM/ Government of Tanzania at the nearest opportunity to communicate the decisions of the NEC regarding the future of the settlements in Tanzania and to negotiate the details of their hand-over.

It is imperative that this be done as seen as possible; all aspects of a joint management team comprising ANC personnel and the future user will depend on which option is decided; A team has to be identified and despatched to Tanzania in January to conduct a physical check of all the stock listed under the inventory lists.

This team should be invested with authority to identify and sort all transferable and saleable assets, arrange for the packing, clearing and forwarding of transferable assets and to negotiate and supervise the disposal of all saleable

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It is recommended that this team work directly under the Office of the Chief Representative but separately from the existing management structure in order to facilitate speed of execution.

It is an urgent priority that a shortlist of core personnel in Tanzania be drawn up. This unit will provide the necessary logistical support to the team until all aspects of winding-up and hand-over are completed. Given that repatriation will recommence on the 13th of January, new contracts should be drawn up for these comrades and their salary budget should be secured (Ref. Annex VI).

In that repatriation is ongoing, and target date of June-July 1992 is actually feasible, it is necessary to separate the MK logistical interface from the stores of the Regional Treasury.

Bulk storage facilities at Mazimbu are presently being used by the Army for trans-shipping supplies to the camps. All warehouse space will now be required for the securing of disposable and transferable assets as the sorting process is conducted.

Within the framework of income-generation, it is necessary to plan, negotiate and supervise the implementation of the projects identified:

- the development of the ANC properties in Dar-es-Salaam, and
- the commercialization of the furniture factory under a joint management.

The pipeline construction projects (Water, sewerage, staff quarters) need to be completed by March-April 1992 as projected, and the maintenance programme put into place.

The joint management team for the Mazimbu/ Dakawa farms will need to be installed immediately if the farm is to be handed over in the envisaged time-frame of 1 year.

Market outlets in Tanzania need to be investigated as an urgent priority as the demand for the farm produce diminishes with repatriation. A decision is necessary as to the security of the houses and all moveables has to be ensured as our cadres now leave Tanzania.

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as they now become vacant and to secure

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The Vocational Training Centre in Dakawa must continue until placements in alternative centres are found for the students.

Health care and logistical support, however limited, will have to be continued in support of the VTC students. Donor inputs, including expatriate staff, will have to be scaled down. It will be necessary to formally inform governments and NGOs of the ANC decision as to the future of the Tanzania projects.

The Tanzanian inputs will have to be scaled down accordingly.

It is proposed that special recognition be given to these veteran Tanzanian workers who have been with the projects from their very inception.

As repatriation continues, it will be necessary to reduce the staff of the official ANC representation in Dar-es-Salaam accordingly.

Should be made of the need for a wind-up of the Office of the Chief Representative, see above, and also the need to plan in detail for the handover ceremonies.

It is necessary to maintain a core of administration, secretarial, telecommunications and public relations staff in Tanzania during the period up to handover.

As many of our comrades are buried in Tanzania, a decision is required as to the future of the cemeteries.

In Hazimbu, extensive works have been done to create a fitting resting place for our dead. In Dakawa, these works have been limited to marking the graves and keeping the cemeteries free of weeds.

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The security of SDMAFCD and the ANC Development Centre, Dakawa, are paramount if they are to be handed over as fully functioning settlements.

From the above it is apparent that a joint structure will be established immediately, if the withdrawal of the HNC from the region is to be effected immediately. In the considered opinion of the Intelligence Department that, in view of the lateness of the hour, it may still be possible to complete this transition



in an orderly and competent manner. However, action must be taken now. The Inter-Departmental Delegation to Tanzania thus recommends:

C IQ A senior NEC delegation be sent to Tanzania immediately to negotiate and formalise the handing-over of the settlements of Mazimbu and Dakawa at the earliest opportunity.

5.28 At these negotiations, prime importance should be placed on the formation of the Joint Task Force or Management Team to oversee all aspects of the winding-up procedure and supervise the implementation of the tasks outlined above. As repatriation commences in the 2nd week of January, it is imperative that the ANC component of the joint team be identified immediately and a salary budget secured for these comrades.

5.3a Given the funding constraints facing our movement, feasibility studies should be commissioned immediately to investigate the income-generation potential fully.

.49 An independent team be despatched to Tanzania immediately to supervise the disposal and transfer of ANC assets.

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Jama Mvumi, Building & Technical Services  
Percy Hodgson, Projects

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for the Inter-Departmental Delegation  
Johannesburg, 3rd January, 1981

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REPORT

- COMMISSIONED INTER - DEPARTMENTAL

THE NED

12 - 20 DECEMBER,

DELEGATION TO TANZANIA,

1991.

The Delegation visited Tanzania during

9th December. It comprised representatives

of the Transport, Building & Technical Services, Projects and

Social Welfare sections of the Office of the Treasurer-General,

and the Health and Education sections of the Office of the

Secretary-General.

The Inter-Department

for the period 12th to 17th

The delegation was to have spent a period of two weeks in

between the 3rd and 17th December, but the constraints

with the fact that of the ten departments

only five could be sent, meant

that only five of the Terms of

Reference for

the mission, coupled

with the fact that the mission

mandated to fulfill this mission

was not possible to comply

with the mission.

Reference for the mission.

The Report to the National

Executive Committee, as stipulated in the Terms of Reference for

the Delegation (Ref. Annex I), and is based on the extensive

consultations of the Delegation with the ANC Chief Representative

to Tanzania, the Management Committee for Mazimbu and Dakawa,

the management teams of various production centres in both

Mazimbu and Dakawa, the staff and students of the Vocational

Training Centre, Dakawa, and a representation of the Prime

Minister's Office, Government of the United Republic of Tanzania.

The following constitute

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liberation struggle, have

institutions of such

Freedom

Dakawa,

in the history of

developed

the Solomon Mahlangu

Development Centre,

Never before,

any liberation movement

of international significance as

College in Mazimbu and the ANC

in Tanzania.

centres' fame and industries of

we represent much more than the sum total of

with a replacement value estimated

of USD 10% million. The

The schools, training

SDMAFCO and Daka

their physical assets,

conservatively to be in the region

enormous endeavour which went into the development of these

centres, captured the imagination and support of the whole

world, and were grounded in the aspirations of our struggle;

many of which may not be realised for decades to come.

The eyes of the world are focused on

and the repatriation process.

As we now repatriate,

to SDMAFCO and

the unfolding negotiations

Those who have provided consistent support

Dakawa sympathise with the problems that face us, the fast changing political dynamics, and the need to complete the repatriation speedily.

They are, nevertheless, deeply concerned with the future of our projects, having repeatedly expressed their willingness to continue to maintain the settlements and to consider future participation.

In turn, the Tanzanian authorities regard the settlements as being the ANC's and await the decision, recommendation and guidance of the QNC as to their future use.

Notwithstanding the present demands of the struggle, the ANC will be judged internationally in the manner in which it hands over SOMAFUCU and Dakawa. Ours is the duty of handing over these projects in the most responsible manner.

There is a need, then, for the African National Congress to bring its visionary capability to bear on the future use of Mazimbu and Dakawa. As the last triumphant liberation movement of the subcontinent, we are aware that many ideals for which we and others have fought have yet to be attained. As we formulate our policy on the future use of SOMAFUCU and Dakawa, we should seek an approach that keeps alive the flame of Liberation and the long term aspirations of the peoples of Southern Africa; an approach which continues to attract support; an approach which will continue to benefit the African National Congress of South Africa. We refer specifically to Item No. 10, which defines the concept for the future use of Dakawa.

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Various scenarios need to be examined in the winding down and handover arrangements for the SOMAFUCU and Dakawa settlements in Tanzania. The options will depend on :

- the decision on the students of SOMAFCD and the Vocational Training Centres in Mazimbu and Dakawa, respectively

- the decision on the Mazimbu and Dakawa farms

Regardless of which option will be adopted by the NEC, our minimum obligations will still be these of completing all the ongoing construction projects, activity which can be satisfactorily completed by April 1993; and facilitating the handover of the maintenance structures developed jointly with Norwegian People's Aid over a period of 1 to 2 years. It is thus recommended that all heavy plant maintenance equipment and vehicles be kept in place during this period.

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Of the Mazimbu farm can only be completed in a year, providing that a joint management team is set up immediately. In the case of the Dakawa farm, this can be " if no further development is carried handed over in mid 199x presently operating from temporary but. The Dakawa farm is Structures but has a large dairy and beef cattle stock. The handover

2.1m OPTION 1. This option envisages the placement of all the SDMAFED and VTC students in alternative institutions of learning at the earliest opportunity, say by April 1992, and the handover of the project complexes in June/July. This necessarily maintenance obligations for Mazimbu takes into account the and Dakawa mentioned above, and the interim handover Mazimbu. This option will require only a but obligation fee. The terms of management personnel will require immediate decision on whether to begin planting the seasonal crop.

" MB OPTION 2. This option envisages the continuation of the VTC until the present student intake completes in June 1993, with the IV and V a.u. students to possible transfer of Form Dakawa. The SDMAFCD complex could then be handed over. The

\_\_\_\_\_ this implies the maintenance of a cave of ANC continue with the provision of health and for the community. This option should reference to Dpt 3.

However, personnel to logistical backup be considered with specific 2.33 OPTION 3.

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The Vocational Training Centre in Dakawa must continue until placements in alternative centres are found for the students.

Health care and logistical support, however limited, will have to be continued in support of the VTC students.

Donor inputs, including expatriate-staff, will have to be scaled down. It will be necessary to officially inform governments and NGDTS of the ANC decision as to the future of the Tanzania projects.

The Tanzanian inputs will have to be scaled down accordingly.

It is proposed that Special recognition be given to these veteran Tanzanian workers whom have been with the projects from their very inception.

As repatriation continues, it will be necessary to reduce the staff of the official ANC representation in Dar-es-Salaam accordingly.

Special note should be made of the need for a winding-up team under the Office of the Chief Representative, as proposed above, and also the need to plan in detail for the official handover ceremony.

It will be necessary to maintain a core of administrative, secretarial, telecommunication and public relations staff in Tanzania during the period up to handover.

As many of our comrades are buried in Tanzania, a decision is required as to the future of the cemeteries.

In Mazimbu, extensive works have been done to create 5 fitting resting places for our dead. In Dakawa, these works have been limited to marking the graves and keeping the cemetery free of undergrowth.

The security of SDMAFCD and the ANC Development Centre, Dakawa, are paramount if they are to be handed over as fully functioning settlements. "

From the tasks outlined above, it will be apparent that a joint management structure will have to be installed immediately, if the withdrawal of the ANC from the régime is to be effected smoothly. It is the considered opinion of the Interdepartmental that, despite the lateness of the hour, it may still be possible to carry out this transition

19

in an orderly and competent manner. However, action must be taken now. The Interdepartmental Delegation to Tanzania thus recommends:

5.1m A senior NEC delegation be sent to Tanzania immediately to negotiate and formalise the handing-over of the settlements of Mazimbu and Dakawa at the earliest opportunity.

5.2m At these negotiations, prime importance should be placed on the formation of the Joint Task Force or Management Team to oversee all aspects of the winding-up procedure and supervise the implementation of the tasks outlined above.

As repatriation commences in the 2nd week of January, it is imperative that the ANC component of the joint team be identified immediately and a salary budget secured for these comrades.

5.3m Given the funding constraints facing our movement, feasibility studies should be commissioned immediately to investigate the income-generation potential fully.

5.4m An independent team be despatched to Tanzania immediately to supervise the disposal and transfer of ANC assets.

Kama Mvumi, Building & Technical Services

Spencer Hedgeom, Projects

. for the Inter-Departmental Delegation

Johannesburg 3rd January? 1991.