

Women's Secretariat:

Cde Pauline started her paper by referring to some submissions they presented last year, more establishment of a bakery. Their aim was to cater for all our people and had made provision for expansion to include those expected from home. The bread-making machine was donated by DAPP, but due to poor storage it got rusted and is now of no use.

Cde Pauline felt that comrade Marcus was unfair by saying that the machine is of no use. She said spare parts for the machine are obtainable from Denmark.

Cde Naty explained that he opened the machine to find out if it could be used. On opening it, he found out that it was rusted and was of no use.

Cde T.G. remarked: that 'there are departments like the youth and women. They occupy a special place in the movement. I appealed to them several times to galvanise material assistance to the organisation. If such a material, like this machine, was getting rotten they should have reported to the treasury. If women organise things and they don't use them, then I will say: they are wasteful'

'Some of these things should be discussed with the treasury because in the end it has to sign for such things and it is the custodian of all A.N.C. property.'

The local (Mazimbu) women's committee was informed of the state of the machine and they did not convey that information to the secretariat.

Cde Pauline informed the seminar that the women still envisage having a bakery. They and the treasury should sit down and sort out this matter.

It was said that women should bring all their projects to the knowledge of the treasury, projects division.

The women's secretariat had asked for the establishment of a creche and a nursery school for all infants of parents settled in Dakawa. The women suggested in their paper that "a central Children's Centre will be most appropriate to have in Dakawa". They explained that 'this system is economical and saves manpower as compared to having small creches for each village around Dakawa.' It should be in area where either of the parents could be able to collect the child after work. Therefore it should be where the workforce is concentrated during the day, this also saves transport.

Cde Schoon had his own ideas about such establishments. "I would like to see the creche in the village instead of it being centralised."

Cde Schoon continued: "It is not very easy to plan a centralised creche which is going to start for a hundred people and then extend for another few hundreds. It is not going to be easy for these extensions to be done in that way. Building a kitchen for a few people and then extend it."

Cde Themba supporting said, Even if we establish decentralised villages, when we have one village built, we build a creche for it. We shouldn't be inflexible about Dakawa.

Cde Pauline compromising said: "For the purpose of flexibility we can compromise." In Lusaka we have just completed a creche. The inmates are fetched from some 15 Kms.

Cde Nkobi remembering the baking machine and subsequent discussions advised: "There should be closer and strict coordination between the planning and the Women's Section.

"When the women ask for aid they should also take into consideration whether there is land planned for it. If they are in doubt, they should say 'wait, I shall report home and find out whether it is needed or not. Whether there is a place for it or not."

Since we had been discussing about creches in Dakawa, Cde Manton asked, Who is going to occupy the creche in Mazimbu?

Cde Molly answered and said, "At the moment we have 62 at the creche in Mazimbu. We are waiting for the new one to be completed. 60 babies at day-care centre. So there are children at all times.

Cde Oswald inquired whether we are going to have a maternity in Dakawa. To this he was told that Dakawa will cater for people who are working here. Mazimbu will accept pregnant women into the Charlottes. Cde Pauline further explained: If a pregnant mother goes to Mazimbu she comes back with the child and goes to work. At this stage cde Molly requested that the matter be left to the Women's Section.

(adjourned for the following day)

On the resumption of the discussions the following day comrade Spencer was on the floor explaining 'about installing running hot water for the children for nursery school. He explained that such demands needed the women themselves to be able to use such facilities properly, and that there should be maintenance staff. It was suggested that such requests should be done through the cooperation of the women and the HQ.

The Chairman (Cde Stanley), "Some make big impossible demands from the ANC when we are in such straits. Refer all such demands to the authority.

Cde Oswald wanted to know as to what is going to happen to the weaving looms stored in Mazimbu.

Cde Pauline said: 'We have sent four students to take up courses in weaving. On their arrival they will train others in Maputo, Dakawa and Lusaka.'

She further suggested that she and Cde Oswald meet at lunch time to discuss more about the weaving looms. That the looms be housed/ installed along the shoemaking unit.

Cde Oswald explained that there was no space for the looms.

Cde Pauline suggested that corrugated iron be used for the looms.

The committees of the small industries envisaged should meet and submit their ideas and proposals to the Planning (Technical) Committee. They should not wait until the last minute.

PART H

The Youth Secretariat

On Dakawa comrade Jackie says it should bring about a revolutionary change in the all round development of all those that shall benefit from its existence.

That the project must and should generate funds that will serve other important needs of the movement; and be able to contribute to the development of both the political and military struggle inside South Africa.

The youth see themselves playing a role in the administrative structure of this project and recommend that the project should have an administrative structure of its own, a structure that shall include all the Departments of the movement that have a stake on the project.

That a political structure be set up to serve the needs of the Dakawa community. They shall organise political programmes and the preparation of cadres committed to the struggle and always ready to participate in the productive work aimed at the attainment of the objectives of the movement.

The youth proposes three such programmes, namely:-

- i) for the ones who are being initiated into the ANC and being prepared for SOMAFECO and other institutions of higher learning;
- ii) for the students that are being rehabilitated;
- iii) for the general youth stationed on the project, and they propose that political instructors be trained or recruited to undertake this work.

The youth would also like, in conjunction with Education Department, to organise educational programmes by way of seminars and

educative discussions. The youth could also mobilise student youth to come and work on the project. They could do so in conjunction with the Manpower Development to ensure the project with the necessary personnel.

The youth can organise funds and material assistance for the Dakawa project. These can be by way of contributions (financial) from youth units, work camps, etc.

The youth feels that the question of civil defence assumes a position of greater significance particularly for this project. They propose therefore, that the seminar looks into this aspect with the view of making strong recommendation to the movement on a deliberate programme of basic training in civil defence for the community.

The Secretary for Education led the discussions and said: "There is a general approach from almost all of us when introducing our addresses. This is of prophesying about people who would be coming from home; manpower that is to come and work in Dakawa.

"Yesterday I said we are short of water and manpower. It is useless just talking and finding solutions that are ^{not} applicable here. I think that from the point of view of our organisation the Youth and Women have a special role to play in the organisation. Their task is to mobilise; mobilise human resources and material. We have got the land here. We have so far done nothing to use it. We all have the responsibility to organise and develop this place.

"I said earlier, some of the projects which are in Mazimbu can be re-located here in Dakawa. When we talk of developing this place we only think of students as our manpower. The youth we have here is capable. They would like to contribute to the struggle."

The Dakawa coordinator had said if we want to develop this place we must have the teachers here.

The health team is not well represented here.

Cde Mary Ngozi was released by the Technical Department to come and help develop Dakawa. We are impressed by her work, but the trail was blazed by Marije and Fuzile.

"Last time we went to recruit teachers. We have plenty of them. I appeal - because I think the youth and women have a special task to mobilise. How many people can we move from our departments and from wherever they are. We want them here in Dakawa.

Reverting to the above contribution cde Tikly said: I would like to touch on one point. We cannot go on like this. We cannot allow things to go on like this.- the question of re-locating some tasks which are in Mazimbu to be brought here.

We must not trap our students for a long time. We should use these students for the development of Dakawa. In other words, we should trap them here for a short time.

On civil defence, the directorate has thought of this, but the people must be trained for civil defence.

The youth are putting this to the seminar.

Cde Manto explained, that the civil defence that was taught was part of first aid. It involved what to do in time of a catastrophe etc. The T.G. told the seminar that ANC was approached by SIDA. SIDA explained what is to be done in case of an attack - defence and saving material. This seminar recommends that civil defence should be taught and how best we can protect our people.

Cde Masondo: "It is important for us to say, this seminar recommends, HQ to start civil defence immediately.

Cde Mariussaid he was disturbed by the Youth's paper appealing that they be involved in the administration and political structure of Dakawa. They should have rather promised to contribute to the development of Dakawa. Some think that the one sitting on administration is more important than the workers.

Ours is a rural development. In the eastern countries they have a different approach from what we see in Botswana, Zambia or Zimbabwe. Countries like Bulgaria have developed without calling experts from outside but by making use of the skills they have. He recommended that each department send a real cadre here, not just to work in the cultural field or education but to attend to this vast field which needs development.

Cde. Molly said students of SOMAFCO should help in the development of Dakawa. If they do so they would not be complaining about being bored. Dakawa is not a prison.

Cde. Masondo said the students of SOMAFCO have contributed to the development of Dakawa. They made preparations (pitched up tents) for new students who were waiting at Kinondoni. They took part in the construction of Paul Peterson.

We must be careful about not giving education its true light. We must give chance to those who would go and study at high levels.

Mazimbu and Dakawa are meant for all of us, not only Africans. It happens that we find Africans only. This is so because it is them who came out.

The Mazimbu students have played their part. They also took part during the harvest; they came out as brigades and helped in Dakawa.

It is true, said cde Oswald, that people were saying Dakawa is a dumping ground. In Dar, five years ago, if we say we are sending you to Mazimbu it would be a farce.

I agree, only students do voluntary work in Mazimbu, but not the residents. One day they off-loaded 1200 bags of cement with high moral. SOMAFCO students are willing to work.

The organisation took a correct decision, said cde Manto, that returnees and new ones should come to Dakawa. It was ourselves who first said 'I will send you to Dakawa' if and when someone does any wrong.

PART I

Agriculture: Marije Mkhathini (nee te Riele).

The paper dealt with a review, evaluation and a planning section for the Agricultural Project at Dakawa. It covers the period between November 1982 and September 1983.

An agricultural centre would have to be built away from Plot 23. This was felt necessary in view of security considerations and a central location which should be in line with the distribution of the different agricultural activities. It was suggested to use Plot 18 as a farming centre on a short term with a possible development at a later stage of the area around Plot 21 or 22 as a cropping centre. The original allocation of Plot 25 as a farming centre had to be abandoned quickly due to technical difficulties (drainage problems, no water source, lack of centralisation).

To make an immediate start with the practical implementation of the Project Operational Document it was decided to start with a cropping programme of 50 hectares on Plot 21 for maize, beans, sorghum and sunflower and 25 hectares on Plot 23 of maize only.

Plot 23 offered the most suitable land for such purposes besides regarding the lack of manpower and machinery. A vegetable garden will be started at Plot 23 as well.

At Plot 16 a start would be made with an orchard and a vegetable garden.

At Plot 25 it was thought to make an immediate start with the building up of the agricultural centre emphasizing the immediate need of make-shift arrangements for storing facilities, for agricultural in-puts, farm machinery and equipment as well as a simple workshop for maintenance and repairs. Although Plot 25 was abandoned shortly afterwards for reasons already explained, the priorities were still standing and areas were suggested away from Plot 23.

The Agricultural Project would need a clear organisational structure. Such a structure would allow optimal use of available expertise. It would identify platforms of operations and hence spell out clearly the crucial questions of responsibility and accountability at different levels by means of adequate job-descriptions. The Agricultural Project would need a Farm Management Committee also named Farm Administration comprising the Farm Manager, Assistant Farm Manager and managers of the different sections such as animal husbandry, crops,

machinery, stores, personnel and accounts. This set-up would ensure an autonomous process of decision-making as regards agricultural matters.

It would be unrealistic to consider the new arrivals as a source of manpower as they will be fully engaged in an orientation programme peculiar to their status. Returned students might serve as an ANC-manpower resource, depending on further definite plans for this category of students. It might be necessary to look into local Tanzanian labour resources as an alternative.

Cropping was started on an area of some 30ha, and also a small garden at Plot 23. These had to be abandoned because of water and manpower shortages.

The total number of workers with agricultural skills varied from three to four, including the farm manager. That number has now dwindled further.

The ILO Project Document does not mention or include agriculture at all. There is an urgent need for ANC cadres with agricultural training and know-how combined with the possibility of "on-the-spot" vocational training in Dakawa. The living conditions in the ANC Development Centre, Dakawa, require the use of agricultural workers and equipment for the fetching of water and firewood three times a week. Additional effects such as the deteriorating condition of equipment and unavailability of spare parts often necessitated the agricultural workers to attend to improvised repairs.

The existing infrastructure especially as regards the unavailability of water for agricultural activities (e.g. spraying and vegetable growing) and the road conditions during the rainy season limited and delayed the execution of agricultural activities in the field or even made it impossible.

The Agricultural Project car, donated sometime in October, 1982, has been set aside to fetch supplies, transport the sick, etc.

The presence of the Masai cattle is continuous harassment to any agricultural development taking place. During the harvest period of 1983, Masai cattle damaged both sorghum and beans and destroyed the bigger part of the maize.

An Oxfam grant was allocated for one year. Part of it was spent in Tanzania to buy seeds and the rest for the purchase of farm machinery.

In January and February 1983 two Austrian consultants worked together with Agricultural Project staff, resulting in a study for domestic water supply and irrigation purposes and a list of farm machinery and equipment.

On several occasions information was prepared and submitted for different outside organisations, such as Ardhi Institute, Tanzania; Africa Groups, Sweden; ANC Support Group, Holland; DAPP, Denmark, DANIDA.

In order to make Dakawa a living reality solutions have to be found for problems, which will suit the reality in which the ANC Development Centre is functioning. This seminar should consider the different variants and dimensions of the problems and the situations so as to pick and choose in such a way as to suit the reality of Dakawa.

The Agricultural Project has the following suggestions:-

- i) to instal an organisational structure with autonomous decision-making capacities as regards agriculture in its widest sense;
- ii) to identify the need of clear written job-descriptions and the respective platforms of operations of all agricultural staff.
- iii) to instal a regular reporting system;
- iv) to decide on channels of communication to and fro both/HQ and Mazimbu in order to ensure a direct follow up and proper feed back.
- v) to identify the need for manpower and the importance of relevant vocational training.

Cde Masondo followed with the remarks: "The paper throws serious light on the difficulties of the agricultural unit. Reports were made of water and manpower.

"The two comrades (Marije and Fuzile) were given a heavy task of management, agriculture, etc.

"I am making these remarks to make clear the failures.

"Chongella Estate offered training in farm operation. In the West we sent a few people for farming. We did not plan our work on these projects. It might be necessary to find out minimal means for a take-off, perhaps 20 or so. If we are to start, we must think of crash courses to be done at Chongella farm.

"The paper points out at job-description. Because we were not clear and did not define the job clearly, more especially when we deal with professionals in the field, we created unnecessary difficulties. The question of accountability if job description has not been tabled is difficult. If no job description is tabled you find others hiding from their work. We must stress this point seriously.

There is also the problem of Masai cattle. We lost quite a lot of crop produce that we have painfully worked for.

The paper states that a report has already been made regarding Budget Proposal for 1983/84, Manpower requirements for year 2, etc. As agriculture is the basic activity of this settlement (Dakawa), they focussed their manpower requirements. Cde Themba wanted then to know, 'how many men; and 'in what fields?'

One suggested that agriculture could be slotted in the vocational training to be started by ILO; but comrade Oswald indicated that ILO does not involve itself in Agriculture. Agriculture can be done by FAO.

The T.G. made further explanation in these terms: "The agricultural aspect of Dakawa has not been ignored. FAO - one of our man has now gone to Rome to convince FAO to participate in the agriculture part of Dakawa. We must convince FAO to assist."

"ILO shot its guns first and explained what it would do."

Marius: Could the comrade explain why paddy rice and not dry land rice was preferred? Could you explain why the wealthy community living here before were able to make this place viable and we complain of water.

Cde Marije: We visited some farms around to collect information about this place. We chose paddy because of water factor. There is part in this plot where water is available (19). At Plot 18 there is water.

I know they were employing labour from locals. The factors of land and capital are not the same. The former owners of this place concentrated on dry land.

Cde Spencer appeared to be complaining. He said: "The paper concentrates on structures. We have not had meetings to exchange ideas. This question leads to confusion. We cannot operate if we consult different organisations for the same thing. Our planning should be channeled to one institution. ARDHI - When we went to Ardhi we wanted something to discuss in a hurry. They did not do extensive examination of earth, irrigation was not investigated.

"Norplan - who is going to liase with Norplan? We must try to cooperate. Is the agriculture (unit) confident that this plot allocation will serve our needs? Or do we still have to consult other consultants?"

T.G. said: "When survey is to be contemplated, several things must have been considered. Did the agriculture (unit) and technical meet to discuss the Ardhi brief?

"From structures follows job description. This follows that you cannot do anything without structures. These structures must also see how to coordinate with other departments. The entire movement depends on structures. For example, when cde Director joined us he enquired about his job description. I told him to go and write it.

Cde Tikly stressed that 'many structures exist on paper. But because of difficulties here these were not in operation.

'In some case Dennis or me are out for a week or two and it is a major task to delegate anybody because we have not been given assistants.

'Because of a number of problems the channels set down by HQ could not work well. We are not making any excuses for things not having gone right.'

Cde Fuzile explained: "We were asked by Technical to feed them with information as to plot allocation. Technical asked us to approach Ardhi and I also went to Ardhi with Cde Spencer. We gave them the information ("On several occasions information was prepared and submitted for different outside organisations, such as Ardhi Institute, Tanzania etc.)

"We do not know whether DAPP is still coming or not. DAPP would be able to train our people e.g. surveying. We ordered even small tractors.

Cde Oswald explained that they asked Ardhi for plans for land allocation proposals. That is why Technical asked agriculture to go with them. Cde. Pitso should have told Fuzile that DAPP is no more coming.

T.G.: This was discussed here. The government refused this organisation to come here (with 32 people).

Cde. Tikly: This was discussed at Directorate. We got the report from the Chief Representative.

Cde Molly: Why was this information not passed on to agriculture?

Cde. Fuzile: DAPP has failed to come this year as planned.

Cde. Naty: What do others do with the marauding Masai cattle?

It was then explained that this area (Dakawa) had been lying fallow for about ten (10) years. The Masai came and their cattle devastated our lands. The matter was reported to the government. The government wanted to bring the army to drive away the Masai. Across our lands is the prison farm. The Masai do not molest it.

Cde. Dennis informed the seminar that there are about six Masai families here; they come from the north. We will have to fence our boundaries.

Cde Naty supporting said, we should fence some part of our boundaries and then set up our paddocks for the fertility of our land and soil erosion.

Cde. Fuzile: On Plots 21 and 23 soil tests have been taken. Cde Agnes took samples; the University in Morogoro were called in. Soil samples of 21 and 23 were taken to Zambia because Morogoro University does not have the required chemicals.

Cde Oswald: 'The Agriculture Administration is important. We have to seriously get into this matter. Agriculture Administration must be assisted with transport. Now they only have a trailor and a tractor to fetch water.

Cde Masondo inquired: Is there any cooperation between Mazimbu and Dakawa?

Cde Tikly answered: Meetings which had been called for the coordination of these two did not succeed because of structures already on paper.

The T.G. further explained: "The Movement says: We must be self-sufficient. The question of agriculture is paramount, more so that the world today is in turmoil. It has become a custom - the members think that the world owes us.

"You will find one working, getting a salary expecting the organisation to feed him. The organisation has failed to convince these people. It worries me as to how best we can be self-sufficient.

"At one stage I thought I would ask the organisation to release the Head of the Army to join the Agriculture Department because he makes wonders. The head of agriculture must make his headquarters in Dakawa.

"We have qualified and experienced people here who can help with their knowledge and experience. This project is not taking off. They should see how best they can assist. The implementation of its taking off rests with them. I would like to see this area stand on its feet. We shall change people to make sure that we make progress in this project."

Cde Arthur: From the first seminar it was clearly indicated that Dakawa should fall under Mazimbu. The problems here emanate from that arrangement. From our experience on Mazimbu we would have been able to avoid mistakes here.

"We have lost a year. Now we have to start afresh. Let's correct the mistakes which happened.

"We would like HG to give us directives some times. But these some times go to individuals, and instructions from Dr. Pitso are some times not followed."

Cde Masondo simplified the matter: "The departments from HQ can give directives. In implementation, it must be the normal coordination. I don't agree that the problem comes from HQ. The NEC sent a commission to investigate the problems.

"Some times it is not structure that create problems but individuals and in the process the cadre gets into trouble because he is the pawn.

"Comrades, work in a comradely manner not in competition. When you work, you work for the sake of producing something

not for any badge. If we find that there is a power struggle in this region we will have to dismantle it and start afresh."

Cde Tikly: There is also horizontal structure at HQ which seems to lack communication, e.g. the Women's case of aid.

Cde. Oswald: Planning Committee: How are we going to work? Is Norplan going to work with us or HQ? Do we need the comprehensive plan?

The T.G. answered: "This is the question of international community. The HQ is the centre to contact the international community. Say if, the HQ discusses with Norplan funds to develop this area, HQ must know what Norplan is doing here.

"Give Norplan the information they need. This must be done by a committee set up for that purpose (Treasury, Construction, Technical, Agriculture). This secretariat will deal with Norplan.

Cde Masondo added: Information shall have been collected from all ANC departments e.g. Women, Youth, Education etc.

Cde. Oswald: Where to site the HQ of agriculture?

T.G.: Recommendations suggested in the paper will be sent to HQ (Treasury). There they formulate the structure etc.

The closing remarks were made by the chairman who said:-

"A lot of work has to be done ranging from job description, Masai, fencing logistics, nature of land, chemical testing of soil and so on. Important: Dakawa has to be a success. The T.G. and the National Commissar suggest that the leadership in East Africa has not been applying itself properly.

"This area consists of different units. They all meet at directorate level. There seems to be a lack of initiatives. There seem to be wrangles as to whether the directorate comes in here or not. The directorate must concern itself more about what is going on around; and go around from department to department to find out what is to be done. With those few words the paper on agriculture is closed.

PART J

Treasury - East Africa

Cde Nathan Marcus began by saying: "The Reagan Administration in concert with the South African racists are exercising pressure on our donors to restrict the flow of funds which is a vital component of our struggle.

He warned; "We will have to do everything in our power to ensure that this becomes a reality. It is important that the entire population

of Dakawa will have to contribute to the needs of the ANC. They must become an active part of the struggle."

Cde Naty continued, "we must see that the land is properly and effectively used to produce as much as possible and to this end the following steps must be taken:-

1. Agriculture must be administered by the agriculturists in close harmony with the treasury;
2. The agricultural department must be adequately staffed;
3. Agriculture must be mobile;
4. Agriculture must not be an appendage of the student population but the main project in this region;
5. Steps must be taken to ensure the maximum acreage under cultivation in the coming season.

He further suggested that poultry and piggery be introduced. Adding to this he suggested an orchard, a vegetable garden and the making of compost from waste food.

He recommended that vehicles should not be used for unnecessary trips; and that radio communication be installed at Dakawa.

In conclusion he stated: "I would like to stress that the immediate task before us is to ease the financial burden on the Movement. Every initiative should be taken to reduce costs, to increase productivity and projects must be encouraged to become self-sufficient, economic and viable. Every project, be it housing, location of villages, etc., must ultimately be judged on its economic merits. If it proves to be a drain on the resources of the Movement, then it becomes a liability. I cannot repeat how important it is that when we consider the establishment of projects, the siting of housing, the creation of schools etc., we must always bear in mind the cost of running these places after the initial investment has been made. And the cost of running these ventures comes out of the coffers of the Movement, once the sponsors have provided the initial funding. We must consider the most economical way of running this centre. We must avoid duplication of effort, because this is costly. We must look carefully at all aspects of requisitioning of equipment and insure that what we request is suitable for our needs. This is all part of economic planning. Without this type of planning we will find that we will not be able to sustain ourselves in the future."

At the conclusion of the reading of the paper the Treasurer-General almost jumped to his feet and requested comrade Naty to explain to the seminar a story he got from Lusaka, by a very senior person, that cde Marcus was giving every member 1000/- every month to buy clothes.

Cde_Naty explained: We establish a norm, say, a member would get a 1500/* form (coupon or plastic discs work better). He exchanges it at the store for clothes. All items are price marked. The method works like you see the super markets work.

Cde Molly: People take mphando because things are there. Even very good shoes - which sell in London at £35 - they do not take because it is not fashionable.

Those who do not want to work will get less of this "ANC MONEY" and will not have extra money for his "leisure".

When goods are on short supply, they will be given out in emulations.

The Chair: But some of these articles in short supply could be given to those who really want them e.g. athletes.

Cde Masondo: "Our logistics is in a chaotic state. No stock-taking. If this is not done pilfering and corruption is encouraged. Some of our people go and panda in order to sell. When phanda day comes they simply go in in order to get the goods to sell.

On the question of proper recording our things, our people complain. Some times you can't even hold a proper political meeting without touching mphando.

Cde.Molly: We are starting this method at the beginning of next month i.e. December, 1983. Next month we shall starting on this method but using "savings account books", keeping the ledgers with the logistics.

Cde.Stanley: Has this system been explained to the ANC membership?

Cde. This was explained to the R.P.C., Works committee and has also been discussed at unit level.

Cde.Tikly: The Directorate agreed that this system should operate.

Cde. Oswald. The Directorate has not yet given a green light for this system to operate. When is the stores to open and how is it to work?

Cde.Tikly: The details of the system have still to be brought to the directorate.

Cde.Molly: The logistics is meeting tomorrow to finalise the methods and the results will be sent to the directorate.

Cde.Digang: warned that those who are bringing in the new system and those who will sit in at meetings making decisions on how much each member should get or be given, their judgment will be determined by the non-attendance of such members at unit meetings, and absence of members from work. All this is linked with the incentive, and trouble is being invited.

Cde Makgothi: "We must remember that we have been living a life different from what we are used to at home. Perhaps, the living we have been used, of no values, will make some of us complain about the

introduction of this new system. We must be prepared to support it. The people will call us names.

This is where the calibre of the leadership shall be tested.

Cde. Arthur: The treasury feels strong about this system. For all the years we have been saying that people should work in the organisation not that they are to be paid or would get food and clothes.

T.G. says he heard this rumour at HQ. I wonder if in the region here this system has been discussed. We are discussing at this seminar asking ourmembers to contribute to the struggle. We might find difficulties in implementing this system - I have fears.

Cde Themba: The system is intended to give people chance to pick and choose what they want from the stores. It makes the people to go to the stores when they like and prevents them from selling Mphando. It is also linked to the incentive. I don't think this will succeed. If it works in Mazimbu then it can be introduced in Dakawa.

Cde.T.G. When we introduced the supply of food (store) in Lusaka there was a big opposition. Today it is supported. Clothes given to us by supporters are some times new. The treasury has not been able to tell the executive how much in value (cash) the clothes were. It is the same thing with the weapons. We get a lot of arms and we have not been able to tell our N.E.C. how much those arms are worth. I say this new system should not be linked to incentives.

"It should start with clothing.

Cde Tikly: The stores should be reorganised. We want more information on the credit that shall be given to each member. Next directorate meeting will look into the matter before the green light is given.

Cde Molly said it has been put to the directorate, R.P.C. etc. already.

some disconnected discussions .. discussions ... discussions

cde Marius: Having been told that cooking will be done communally (cde Spencer's paper) why are then are cookers distributed to individual residences?

An accounting system, pertaining to our profit making projects, must be formulated. Peoper management has not always been set up.

Cde.Naty: Before we embark on a certain project we must make sure that it works. If it does not fit for the particular idea in mind, it is sure to fail.

T.G.We started some projects for our use. Afterwards we had them to pay or generate funds. This needs managerial way, some of which cost a lot of money.

We started the Star Furnishing with £56. It worked well. Later we considered it as a money making project. Later we got into trouble with management - accountants were not there! Now we need thousands of them to make this project viable.

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on treasury's paper::

T.G. The school (Dakawa) will have its own kitchen, the rehabilitation centre and vocational training will also have their own kitchens.

Cde. Spencer: The villages will be decentralised, how is this possible at this stage to plan a big central kitchen for 5,000 people when we might be having 400 at the beginning?

Cde. Naty: When it is done in the same place, with the same pots, it is economical and simple and easy.

T.G. In Mazimbu we made these many kitchens to keep the place as a home not as a business concern.

Cde. Spencer: It is no problem to me as long as we decide what sort of kitchen we want.

We have asked Norplan to plan this settlement. In it small industries will be included. We say, we shall have ten villages. Some of the things will not be built immediately. They will be built when we get funds.

When Norplan do the plans they will leave some areas for the inclusion of industries later on.

Cde. Manto: For security reasons, we should have more than one kitchen.

On the administration of the kitchens, Cde Naty expressed fear that the administration might be left in the hands of the agriculture unit; and it must not be an appendage of the school.

Cde Masondo jumped in with a reply: The vocational training will be big; the orientation centre will be big; we must differentiate, the agriculture has its own administration, vocational training has its own, then these coordinate.

The very Dakawa administration was the administration of Agriculture; but there must be an administration specifically for agriculture, vocational training etc. and then have the overall Dakawa administration.

Cde. Dennis: Has agriculture to have its own funds; vocational training its own funds or a general account for Dakawa?

Cde. Themba: There are structures for regional treasury and local treasury. When Dakawa is autonomous it will be assigned its structure and the regional treasury act accordingly.

Cde. T.G. Millions of monies have been used and not accounted for. As a responsible organisation we will have to be tough. We are going to budget for all departments.

The office of the Treasurer-General cannot survive if we do not budget. We are going to do the same thing here.

Chairperson: We have fairly dealt with the treasury's paper. There is no letsema. It has been washed out ^{over}

At this juncture comrade Makgothi took the chair. He dealt briefly with the Treasurer-General's paper.

Finally followed a statement on Dakawa.

STATEMENT ON THE AUTONOMY OF THE
DAKAWA DEVELOPMENT CENTRE FROM
THE DIRECTORATE OF SOMAFECO

The first Dakawa Seminar decided as follows: "Dakawa to remain under the general direction of the Directorate at SOMAFECO. However, this matter will be reviewed at the next meeting in August."

This second Dakawa Seminar set up a Sub-Committee to look into the question of autonomy for Dakawa. The Sub-Committee comprised of Cdes T.T.Nkobi, Andrew Masondo, Henry Makgothi, Stanley Mabizela and Mohammed Tikly.

The Sub-Committee reviewed the work of the previous Dakawa Administrations and in particular of the present Administration under Cde Mary Ngozi. It was noted that this Administration is a promising one.

The Sub-Committee recommends to the Seminar:-

- i) that the Sub-Committee should become a Standing Committee with the task of looking at the whole question of administration at Dakawa in all its complexities and ramifications, with a view to recommending to the N.E.C. autonomy for Dakawa;
- ii) that/while the present Dakawa Administration should continue functioning as at present with Cde Mary Ngozi to serve on the Directorate.

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