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## REPORT OF THE COMMISSION ON THE DIRECTORATE

### Introduction:-

The Secretary for Education, during the time when he was in Mazimbu to instal then and introduce the new Principal of the Secondary division of SOMAFCO, had a meeting with the Directorate. During this meeting the Secretary instructed the Directorate to investigate whether the Directorate was still appropriate for the administration of Mazimbu/Dakawa.

In response to this the Directorate established a Commission to carry out this instruction. -

The members of the commission were the following:-

1. A MASONDO, Convenor
2. O DENNIS
3. P SEROTE
4. S HODGSON
5. S LSHIKA

Because comrade O Dennis fell ill immediately after this meeting, the commission met and co-opted John Pampallis.

### Terms of Reference:

The following were the terms of reference of the commission:

1. Does the Directorate as presently constituted serve the interest of the community?
2. If not, the commission should propose a new structure.
3. The commission is free to consult with individuals or existing structures.

The commission was to report to the Directorate on the 21st March, 1987.

In the first meeting the commission discussed its mandate and the time limit and came to the conclusion that it was not possible to meet the time limit. The commission then asked for an extension of time from the Directorate.

In the discussions of the mandate the following points were made:

1. It is necessary for the commission to issue a circular to structures and individuals for the purpose of soliciting views from the community.

It became clear that the Directorate was the most representative structure in the community.

3. It was felt that rightly or wrongly there were some members of the Directorate who were more closely identified with the Directorate than others, and that these senior members appeared to be the ones that took the vital decisions, other members feeling that they were just there.

4. The question of accountability of the Directorate to the community was raised. It was felt that members who represented some structures did not seem to feel obliged to report back to their structures. ,

5. The question of the Directorate and the Political structures was discussed. It was felt that there seemed to be confusion as to the powers of the political structures and the powers of the Directorate and the jurisdiction of these structures in spite of the political structures being represented in the Directorate. Sometimes this confusion even leads to power struggle.

6. The commission discussed the difference between a ruling political party and a government in trying to clear the air on the jurisdiction of the Directorate and the REG.

7. An important fact that cropped up was the fact that the Directorate had appointed members who, in comparison with the elected members of the REC/ZPC, were by far more experienced in ANC matters and also senior politically.

8. Though the Directorate, is a regional organ, because of the importance of the school and other projects here it is responsible to Headquarters on some matters rather than to the community in the region.

9. It was also found out that the political structures were not organised.

To organise the community the following questions were circulated:-

1. Is the Directorate representative?

2. Should the Directorate be as large as it is?

3. Is the Directorate an implementing body or just a decision making body?

4. Is the Directorate above the ZPC?

5. How should the Directorate relate to the ZEC?

5. What are the issues that the ZPC should discuss and what are those to be discussed by the Directorate?

7. What issues should be resolved by Departments and what issues by the Directorate?

Should there be departmental collectives that discuss

implementation of Directorate decisions how should Directorate decisions be implemented?

9. How is the Directorate accountable to the community?

The circular was sent to the various Departments, the Works Committee, Dakawa, ZPC, Womens Section, Youth Section, Comrade marius Schoon and Comrade Maseko.

#### FEEDBACK FROM THE COMMUNITY

The Commission received documents from the Womens Section, Zonal Political Committee, Works Committee, Youth Section, Comrade Marius, Comrade Dennis, and we interviewed Comrade MBsekb.

In this section we shall summarise the important points that emerge from the papers and views without worrying about who said what.

The following are the main points that were raised by the community:-

1. Dakawa should be autonomous from Mazimbu and must therefore have a Directorate of its own.
2. The Directorate is the most representative body and is the body and is the best structure for mazimbu. If there are problems it may be because of style of work and lack of a clear work description for some of the senior positions.
3. Members of the Directorate representing various departments and political organs do not provide feedback to their structures and they do not explain the Directorate to their structures.
4. The Directorate should inform the community through the ZPC.
5. Disorganisation of political organs is one of the major' problems of the region and decreases the effectiveness of the Directorate.
6. The Directorate should be seen as a structure of/for the community. fThe community should not see the Directorate as a structure that has interests different from theirs.
7. The Directorate should structure itself in such a way that it is able to carry out both tasks of being a decision-making structure and an implementing structure.
8. For effective decision-making and implementation, the Directorate should divide itself into two committees one that handles poiitical matters referred to it and one that handles administrative and technical/Heparmental matters.
9. That some of the members of the Directorate be elected by the community directly and some by members of the Directorate at their first meeting.
10. There are two views which c0me out about the chairperson

of the Directorate.

(a) That the NEC representative should be the chairperson

(b) That the chairperson of the RFC should be the chairperson

11. Dual authority of mazimbu not clearly defined. The fact that departments are accountable and responsible to their departments at Headquarters and accountable and responsible to the Directorate locally has not been spelt out as to which areas fall under Headquarters and which areas are local. I

12. Departments should discuss their internal affairs and only refer affairs that need coordination with other departments and those problems that need mediation because they could not be resolved to the Directorate.

13. The Directorate should be run as a local government.

14. The Directorate should be run in a more professional manner.

It should consist of the Director as chairperson, coordinators of sectors, the Chief Representative or his deputy (Ex-officio) and any member of the NEC who is in Mazimbu.

Coordinators appointed from Headquarters. Secretariat implementing body.

15. There should be a way of discussing and questioning certain decisions of the central administration.

16. There should be a finance committee consisting of the following:-

Area Treasurer

Medical Department - for purchasing medicine

Farm Department - animal feeding

Catering Department - national days

Housing Department - house holds

Principal - for the school

Womens Section - children, women and pioneers

Works Committee - for the benefit of workers

17. The RPC is an organ responsible for the wellbeing of the people.

#### RECOMMENDATIONS

The first point to clear is a feeling amongst the community that only structures which they have elected are for the wellbeing of the community. There seems to be suspicion for any structure that has appointees, be they from the local leadership or from Headquarters.

This is a serious matter because there seems to be an attitude that the leadership has interests different from those of the community. It is a politically dangerous trend because it reflects lack of confidence in the leadership.

The second point is that because the political organs are not

functioning properly decisions that should have been taken at grass-roots level and implemented have to be taken by the Directorate. This results in the feeling by people manning the leadership committees of these organs that they are not recognised because they exercise no authority over their constituency. There is an unfortunate attitude by the leadership or some structures that they are transmitters of grievances and not part of the leadership to exercise control.

It is our recommendation that the local leadership assist in the organisation of the political organs. For example the chairperson of the RFC should be somebody with some political weight, somebody who can be regarded as a leader and not somebody just occupying a position. i

We recommend that the report of the commission on structures of the Sixth National Education Council be examined in conjunction with the present commission report. i

We recommend that it should be clear as to who is the head of the complex and that should be the chairperson of the Directorate.

If we want to retain the term Director then that person should be designated Director and the term Director should cease to be used for any other structure in the complex.

The idea of a Director with coordinators (or Deputy Director) in charge of the various sectors, seems to be one that is attractive. This has an advantage that it establishes collectives that handle questions and make certain decisions before they are discussed by the Directorate.

The ideas expressed in the paper by comrade Dennis in fact give a very clear idea as to how this could work. The only weakness is that it was conceived with only mazimbu in mind. In the event Dakawa becomes autonomous there will be need for coordinating the work of the two areas.

The directors of MPD together with the Chief Representative, Regional Treasurer and the chairperson of the REC would have to form a coordinating organ for the region. We would like to stress that Dakawa, like mazimbu will need a very person as a Director. The nature of Dakawa which is different from mazimbu may require a different structure.

PROPOSED STRUCTURE FOR THE DIRECTORATE also see diagram)

1. The NEG Representative as the most senior person in mazimbu should be the Director and thus clearly designated as the head of the complex. He is responsible to the NEC for all matters in Mazimbu and administers the complex through the Assistant Director (see 2 below)

2. The Assistant Director should be the Chief Administrator of mazimbu and should administer the complex with the aid of the Deputy Directors.

3. There should be four Deputy Directors, each heading one of the following sectors:

- 4.
- 5.
- 6.
- 7.

(1) Educational matters  
(ii) Departmental matters  
(iii) Treasury matters  
Political and Social Matters

The Directorate Secretariat should consist of the

- (1) Director (Chairperson)
  - (ii) Assistant Director
  - (iii) Four Deputy Directors
  - (iv) Chief Representative (ex officio)
  - (v) RPC Chairperson (ex officio) ,
- i

Each Deputy Director will head a collective composed of the heads of the major departments in their sector. The heads of each of these departments (see 6 below) will, together with the Directorate Secretariat, form the full Directorate. .

a The heads of the following departments fall under the Educational Sector:

- (1) Day-Care Centre
- (ii) Nursery School
- (iii) Primary School
- (iv) Secondary School
- (v) Adult Education

b The heads of the following departments fall under the Sector for Departmental Matters:

- (1) Health
- (ii) Construction \_
- (iii) Production (ie Garment factory, tailoring, 'photolab, cobblery)
- (iv) Agriculture

0 The heads of the following departments fall under the Sector for Treasury matters:

- (1) Finance (including responsibility for logistics and supplies)
- (ii) Transport

d The heads of the following departments will belong to the collective of Heads of the Sector for Political and Social Matters:

- (1) ZPC
- (ii) Women's Section
- (iii) Youth Section
- (iv) Works Committee
- (v) Sports and Cultural Committee
- (vi) Commissariat

The Director in conjunction with the Secretariat should appoint a finance committee to make major decisions regarding the allocation of resources.

## TASKS AND FUNCTIONS OF OFFICIALS AND COLLECTIVES

8. The tasks of the Director and the Assistant Director have not been spelt out in detail by this comm1581on, but it is recommended that they should be based on the tasks of the Chief Representative as set out in page 5 of the report of the commission on Administration (Commission C) of the 6th National Education Council.

In addition this commission recommends that all communications between Headquarters Departments and the Mazimbu sectors/ departments should be channeled through the Director. This emphasises the need for the Director's post to be filled by an NEG member. .

9. EACH Deputy Director is restonsible for co-ordinating the work oi t e various departments in his/her sector, and ensuring that they function properly. A more detailed job-description needs to be elaborated for each Deputy Director, taking into account the requirements of his/her sector.

The problem of each sector should be solved wherever possible. within the sector itself, and only matters which cannot be so solved should be referred to the Directorate or the Secretariat.

10. The Directorate Secretariat

a is the implementing body of the Directorate

b takes decisions on matters which cannot be delayed until a full Directorate meeting

0 co-ordinate the work of the various sectors through its weekly meetings.

11. The tasks of the Directorate have not been spelt out in detail by this comm1881on but it is recommended that they be based on those set out on pages 2 and 3 of the report of the commission on Administration (Commission C) of the 6th National Education Council.

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