



African National Congress National Congress Durban, July 1991

Report of the Office of the Treasurer General

1. Statement of the Treasurer General of the African National Congress.....	1
2. Report of the Finance Department.....	4
a) Consolidated income/expenditure statement (internal)	
b) Consolidated balance sheet (internal)	
c) Notes to income statement	
d) Notes to balance sheet	
e) Graphs	
f) Consolidated income/expenditure statement (external)	
g) Consolidated balance sheet (external)	
h) Property schedule	
i) Report of the Finance Department (internal)	
3. Report of the Projects Department.....	20
4. Report of the Construction, Planning and Maintenance Unit.....	27
• Estimated costs of Dakawa construction	
5. Report of the Logistics Department.....	33
6. Report of the Transport Department.....	35
• Schedule of Motor Vehicles	
7. Report of the Social Welfare Department.....	40
8. Report of the Information Systems Unit.....	42

Statement of the Treasurer General of the African National Congress

When the South African regime banned the ANC in 1960, it hoped that it had crushed the struggle of our people against national oppression and economic exploitation. But it did not reckon with our people's unflinching determination to eliminate the system of apartheid described by the United Nations as a crime against humanity. The ANC, the political home of the masses of our people in their liberation struggle, recovered from the setbacks of the 1960s to mobilise and galvanise our people into mass action against the brutal regime and all that it stands for.

The very fact that we are having our National Conference on our own soil is conclusive evidence that the South African regime has been forced to acknowledge and recognise that the ANC is a leading, integral part of the solution to the South African conflict.

During the period under review, the movement has had to provide financial and material assistance to thousands of our people in Africa. In Africa we have offices in Zambia, which has been our headquarters, and in other countries, including Angola, Ethiopia, Uganda, Kenya, Tanzania, Zimbabwe, Swaziland, Lesotho, Botswana and Mozambique. We have missions in Europe and the Americas. Some we funded ourselves, while others were supported by the host governments and non-governmental organisations.

The movement also received financial and material assistance from governments, non-governmental organisations, support groups, institutions and individuals around the world. This aid is either provided in cash that is specifically earmarked or in the funding of special projects.

When the external mission started more than a quarter of a century ago, the ANC had no resources at all. As a result of the intensification of our all-round struggle against the apartheid system and external reactionary forces, the international community responded to our call for financial and material assistance. For example, international assistance from SIDA alone grew from a humble beginning of R3 000 in 1972 to R54 million in 1991.

Throughout the course of the Treasury strictly observed the mandate for which the funds were intended. We built schools, clinics, workshops, farms, etc. Our total assets at the end of December 1990 was in excess of R 655 million. The apartheid regime, through the Bantu Education Act, has made it difficult, if not impossible, for the vast majority of our people to acquire educational and practical training skills. In preparing our people for their role in the administration and reconstruction of our country, the ANC established and maintains external educational and training institutions.

The international community responded magnificently to the call made by the ANC to establish the Solomon Mahlangu Freedom College in Tanzania, which is one of the most successful projects the ANC has undertaken outside South Africa. Thousands of people, from primary to secondary school level, have graduated from SOMAFSCO. Through its generous donors, our movement has invested 100 million US dollars in Mazimbu, and 22 million in Dakawa at the ANC Development Centre.

In the future, when the last of our exiles return home, these projects will serve as an educational contribution to the government and the people of Tanzania.

A major responsibility of the OTG was to provide shelter, food, clothing, health care, transport, education, and other basic needs where ANC people lived.

In order to carry out these tasks effectively various departments were created under the OTG; constituted as Finance Department, Projects Department, Logistics, Transport and the Department of Economics and Planning. The heads of these departments together with the Treasurer General and the Assistant Treasurer General formed the OTG Secretariat, which met periodically to formulate policy and to deal with the more complex issues facing the office. Since re-establishing the OTG inside the country the Department of Economics and Planning reconstituted itself as the Department of Economic Policy; and by decision of the NEC was placed under the Office of the

Secretary General. Also since our return, the OTG has set up the Department of Social Welfare to formulate social welfare policy for a new South Africa.

Projects and financial requirements of our departments and sections are submitted to our donors and supporters through the OTG. This does not diminish the importance of the initiatives of the departments and sections in seeking potential donors and preparing funding proposals. The OTG encourages these initiatives.

It is the policy of the OTG for projects and financial requirements to be submitted through its office. This is aimed at ensuring the effective coordination and maximum use of available resources.

As a result of tremendous demands placed on the movement to have sufficient financial and material resources to prosecute our struggle effectively, various workshops and conferences were held.

Two of the most important were:

(i) The National Fund Raising Workshop was held in 1986 at the Solomon Mahlangu Freedom College in Tanzania. Policy positions were formulated to ensure that we have (a) coordinated, effective and efficient ways and means of raising funds and material support; (b) qualified and experienced financial officers; and (c) the establishment of the Office of the Auditor General.

The need for equipment, skills and technical advice was also discussed as the means to improve and strengthen our operations. Much was done in the implementation of the resolutions of the 1986 Fund Raising Workshop. But more needed to be done.

(ii) The Oslo Conference of ANC Chief Representatives and Regional Treasurers was convened in 1989 as a follow-up to the National Fund Raising Workshop. The purpose of this conference was to review the situation in South Africa and southern Africa, to assess its implications for the international diplomatic and political work of the ANC, and to discuss ways and means of obtaining increased political, financial and humanitarian assistance to meet the additional demands placed on the movement.

This conference stated that the "urgent responsibility of the ANC, democratic movement and the millions of our struggling people, to step up the struggle for the earliest realisation of the objective of a democratic South Africa", requires among other things, "further strengthening of the structures of the ANC inside the country, greater mobilisation of the people and the unity of all anti-apartheid forces, the intensification of the armed struggle and the total isolation of the apartheid regime." Noting that: "all world forces opposed to apartheid have an obligation to assist us to meet the demand for increased financial and material

resources which is a necessary condition for the successful advance of the world community towards the goal of the final elimination of the apartheid crime against humanity", the conference accordingly elaborated new programmes aimed at obtaining these resources and improving our organisational capacity to carry out our manifold tasks.

Comrades, one of the crucial issues which I raised in my closing remarks to the Oslo Conference is the question of the implementation of our programme to mobilise material and financial support for our struggle. I pointed out that "the success of our deliberations will be determined not only by what we have said but by what we all do", and that we must "go forward with renewed determination and awareness of the role and importance of funds and fund raising in our movement and in our struggle."

It must be appreciated that in the conditions of exile the administrative skills were not available to manage the enormous growth of the budget requirements. The movement itself did not realise the importance of training cadres with the necessary administrative skills. This lack of administrative skills is still with us today.

Comrades, we are now back in South Africa with more social, political, economic and financial problems than we ever faced in the thirty years of being outside South Africa.

Since the unbanning of the ANC and other political organisations, and scrapping of certain apartheid legislation, the world has been made to believe that the South African problem is now solved. We all know the brutal reality of our situation. Some of the problems directly facing the movement are:

1. Bringing political exiles back into South Africa.
2. Responding to the social, political, economic and financial needs of ex-political prisoners and returned exiles.
3. Responding to the needs of young men and women who daily leave South Africa asking the ANC to assist them in furthering their academic studies and in undergoing military training.
4. The re-establishment of the ANC in the country after thirty years of illegality.
5. The education of our children who are still outside South Africa.
6. Assisting our people to find employment, acquire housing, to receive counselling, to have specialised medical treatment, etc, so that they are able to adjust to the South African situation.
7. Maintenance of MK cadres.

We call upon this conference to seriously consider the formulation of guidelines and proposals which will assist in solving these problems.

The OTG maintains the position that it is imperative, more than ever before in the history of our struggle, that the entire membership of our movement actively participates in the efforts of the movement which, among others, are to consolidate its re-establishment in the country and to have fund raising projects.

We must have well organised fund raising projects in order to be able to pay our staff, to maintain our offices, and to buy offices. We need to take care of the needs of those who deserve assistance, to see to it that the ANC has qualified and experienced personnel in its work, and to take care of other needs of the movement inside and outside South Africa.

As the national liberation movement, preparing our people to govern themselves, we must see to it that a political culture of self-reliance and funding of our struggle by ourselves takes a firm root among our people.

As the oppressed and struggling people, we must finance our liberation struggle.

We must struggle to end our dependence on external forces. We have the national responsibility and duty to create and sustain alternative, reliable sources of funds, and the only sources of funds that will be reliable will be those that come from our people.

We must recognise the reality that external sources of financial and other support are not stable. The amount of funds received for funding our projects and other activities can be and is influenced by changes of government, pressure exerted by some governments and organisations upon progressive and friendly forces, and by the social, political and economic interests of the leaders of some countries and organisations.

Unless we are self-sufficient in our work, we shall be vulnerable to external pressures which we cannot afford at this decisive moment of our struggle.

The OTG wants to see our regions playing an active role towards making the movement self-sufficient by embarking on a variety of fund raising projects which will enable them to fund themselves without reliance upon headquarters.

Comrades, it is absolutely necessary that we create within the ranks of our movement, awareness of the role and importance of funds and the need to raise funds by all

means possible, and to eliminate waste and incorrect and inefficient use of financial and material resources.

Comrades, in 1990 90% of our income was in the form of grants, 3% in donations, and 4% from fund raising projects. Given the reality that external support will diminish drastically, the key question is whether the ANC will be able, using its own resources, to sustain the size of the structure it has established and is establishing. This question raises the issue of the financial viability of the organisation in the long term.

As we move into a new stage in our struggle, we thank the funders and supporters for their invaluable humanitarian assistance to our organisation, other South African progressive organisations and our struggle. The continued existence of apartheid requires that we appeal to them for their continued assistance and an increase in their assistance to our struggle to end apartheid. We also thank those who donated foodstuffs, clothing, building materials, motor vehicles, educational and scientific materials and equipment to our organisation and our supporters and friends who volunteered to work in our projects.

The South African people will never forget the assistance of our funders and supporters and their solidarity with our struggle during the past thirty years. Their assistance and solidarity with the ANC at the time of our greatest need during the most difficult and critical moment in the history of our struggle forged an unbreakable and permanent bond of friendship and solidarity between the South African people and their respective governments, organisations, and people

We must take into account the reality that other political organisations throughout the world have been experiencing financial difficulties. We do have a strong political base, and we need to use that to generate and sustain a strong financial position.

It is imperative that the National Executive Committee actively participates in and fully supports the activities of the OTG in its efforts to transform the movement into a self-sustaining organisation.

This is all the more necessary due to the growth of our movement, the rise in our level of expenditure for the home front as well as in the external missions.

As our struggle reaches new heights, more and more funds and material assistance will be required to sustain it. Funds, fund raising, proper administration, accountability, self-reliance, effective utilisation of resources - all these elements are crucial to bring to fruition our cherished goal: the liberation of our motherland.

CONSOLIDATED INCOME STATEMENT**FOR THE TEN MONTHS ENDED 31 DECEMBER 1990 (INTERNAL)**

<u>INCOME</u>	<u>AMOUNT</u>	<u>NOTES</u>	<u>AS % OF TOTAL INCOME</u>
Grant	9 824 569		86,62
Donation	422 307		3,72
Membership Fees	598 420		5,28
Sales	64 414		0,57
Interest Received	191 799		1,69
Other income	240 089		2,12

	11 341 598		100
 <u>EXPENDITURE</u>			
Accommodation	641 022		5,65
Accounting Fees	25 516	1	0,22
Advertising	65 864		0,58
Consulting Fees	36 345		0,32
Delivery, Freight & Cargo	126 138		1,11
Depreciation	379 947		
Donation	279 225		2,46
General Expenses	597 756	2	5,27
Insurance	81 421		0,72
Lease Charges	297 547		2,62
Legal Costs	300 831		2,65
Petty Cash Expenditure	198 145		1,75
Publications & Publicity	663 859		5,85
Motor Vehicles Expenses	133 989		1,18
Special projects	456 283		4,02
Rallies	340 787		3,00
Employment cost	1 907 304		16,82
Rental	431 349		3,8
Repairs & Maintenance	20 057		0,18
Staff Training	23 987		0,21
Subscription	29 099		0,26
Women & Youth Leagues	1 105 000		9,74
Travel	1 695 798	3	14,95
Welfare support	197 363		1,74
	-----		-----
TOTAL EXPENDITURE	10 034 632		85,13

SUPLUS	1 306 966		14,87
	=====		

CONSOLIDATED BALANCE SHEET AS AT DECEMBER 1990.

	<u>AMOUNT (R)</u>	<u>NOTES</u>	<u>AS % OF TOTAL INCOME</u>
<u>FUNDS EMPLOYED</u>			
Accumulated Funds	1 306 966 =====		
<u>EMPLOYMENT OF FUNDS.</u>			
Fixed Assets	1 801 145	1	19.23
Net Current Liabilities	(494 179)		
Current Assets	824 205	2	9.01
Current Liabilities	1 318 384	3	
	----- 1 306 966 =====		

NOTES TO THE INCOME STATEMENT.

1. ACCOUNTING FEES comprise of

Fees for setting-up accounting systems and processes	23 367
Other	2 149

	25 516
	=====

2. GENERAL EXPENSES COMPRISE OF:-

Bank charges	26 179
Catering - Consultative Conference	146 940
Stationery	149 811
Telephones and Telex	167 017
Water and Lights	30 033
Sundry	77 776

	597 756
	=====

3. TRAVEL EXPENSE COMPRISE OF:-

Local	745 368
Overseas	950 430

	1 695 798
	=====

NOTES TO THE BALANCE SHEET.

1. <u>FIXED ASSETS COMPRISE OF</u>	<u>"R"</u>
A. Buildings - Guest House Situatd at 17A Ascot Street, Judith Paarl, Johannesburg	135 000
B. Motor Vehicles	
Cost	1 377 300
Less Depreciation	286 938

C. Office Equipment	
Cost	442 967
Depreciation	55 371

D. Furniture and Fittings	
Depreciation	225 825
	37 638

	1 801 145
	=====
2. <u>CURRENT ASSETS COMPRISE OF</u>	
Cash on Call Account	460 122
Petty Cash	13 755
Staff Loans	336 964
Stock	13 364

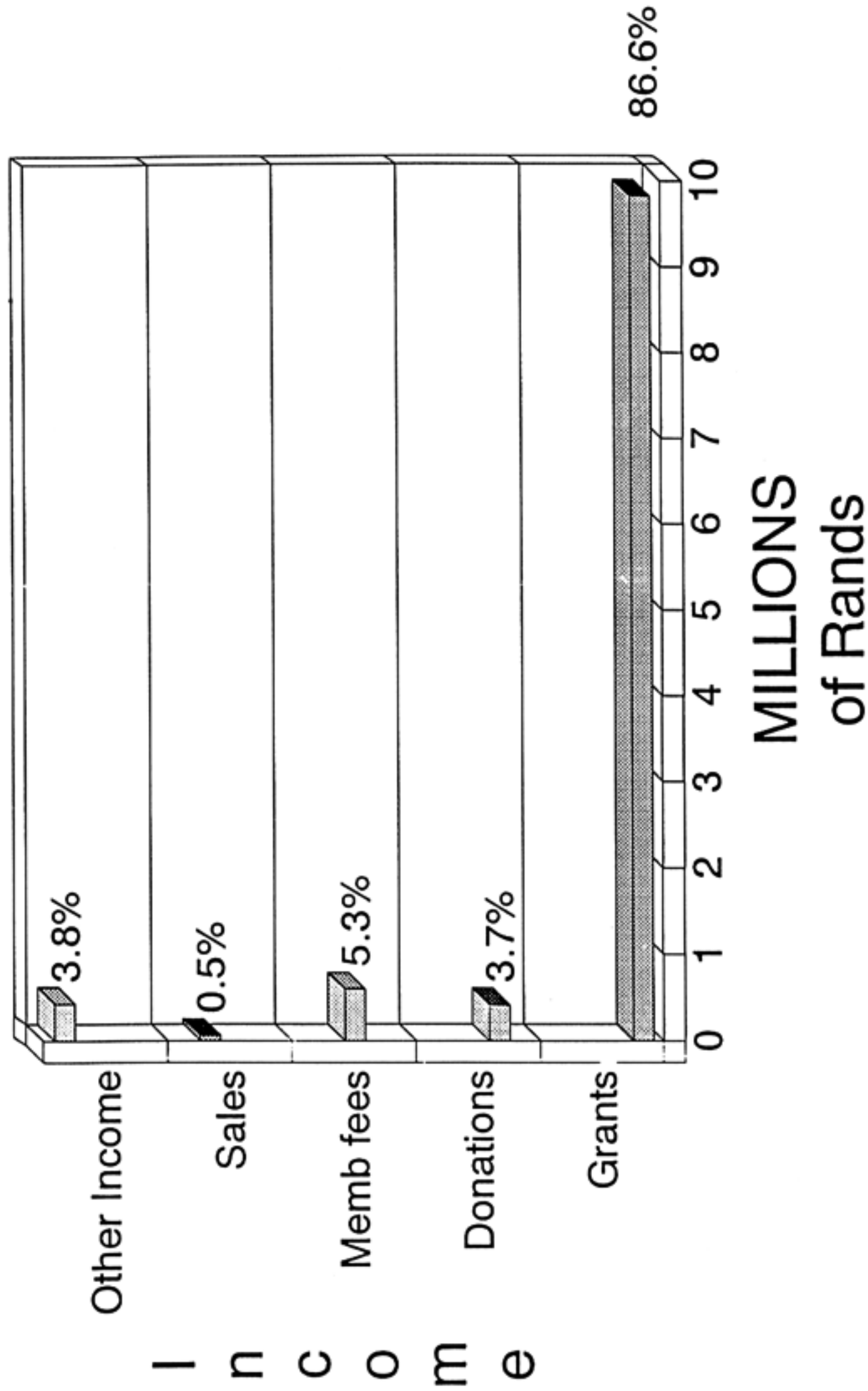
	824 205
3. <u>CURRENT LIABILITIES COMPRISE OF</u>	
Bank Overdraft	818 385
Sundry Creditor - NRC	500 000

	1 318 384
	=====
4. The followig residential property has been purchased sinnce the close of the financial year under review:	
i) House No. 530 Phase Two Diepkloof Extension, Soweto	230 000
ii) House No. 6959 Orlando West Extension, Soweto	320 000

	550 000
	=====

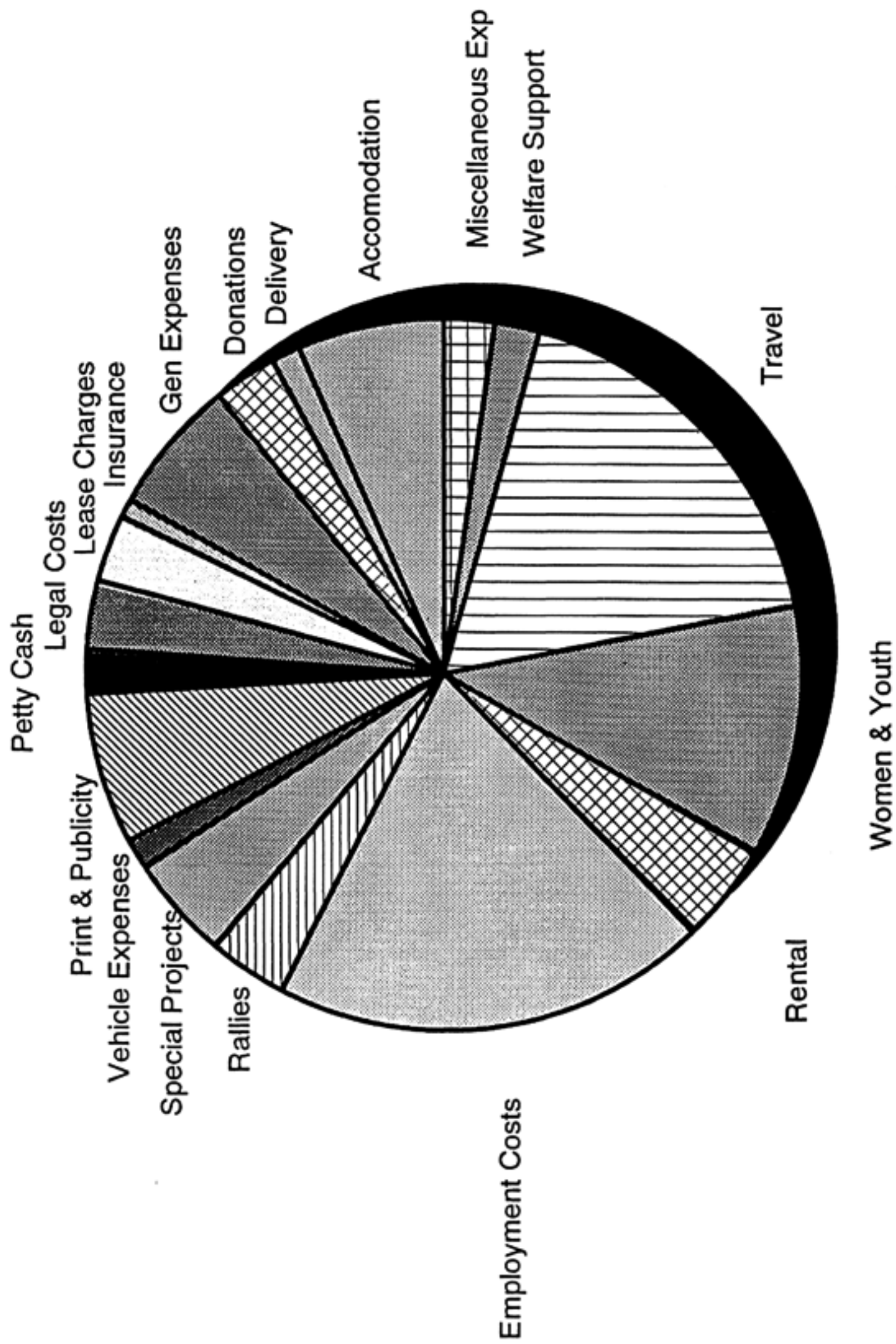
ANC Income (Internal)

March to December 1990



ANC Expenditure (Internal)

March to December 1990



AFRICAN NATIONAL CONGRESS
CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 DECEMBER 1990
EXPRESSED IN S. A. RANDB

<u>Percentage</u>	<u>Income</u>	79.731.300
90	Grants	72.343.600
3	Donations	2.957.200
1	Interest	821.100
0.86	Funds received from Missions	686.600
4	Fund Raising & Merchandising	2.846.300
0.14	Sundries	76.500

	<u>Less Expenditure</u>	69.919.100
22	Administration	15.585.900
	Lusaka HQ	8.764.100
	Missions	6.821.800

9	Air Travel	6.104.600
1	Publicity	735.800
3	Education, welfare & Sundries	2.401.000
0.87	Mandela Trip	604.800
64.13	Transfers to Regions	44.487.000
-----	Excess of Income over Expenditure	-----
100		R9.812.200
=====		=====

AFRICAN NATIONAL CONGRESS
CONSOLIDATED BALANCE SHEET
AS AT 31 DECEMBER 1990
EXPRESSED IN S.A. RANDS

<u>CASH RESERVES</u>		41.077.900
<u>Cash at Bankers</u>	27.941.500	
<u>Cash held in the USA</u>	13.136.400	
Money Market	7.185.000	
Checking Account	6.500	
Lock Box Account	37.700	
Funds held by the Organising Committees of the different Cities	5.907.200	

<u>CURRENT/LIQUID ASSETS</u>		16.363.200
Trade Debtors & Loans	1.060.400	
Livestock	651.900	
Stores at Mechanical workshop	1.826.800	
Motor vehicles (as per schedule)	4.162.000	
Office furniture & fittings	1.086.000	
Household furniture	2.558.900	
Plant & Equipment	5.017.200	

<u>INVESTMENT ACCOUNT</u>		2.566.100
(wholly owned companies)		
ANCSA MERCHANDISE (Echojamble Ltd) London	382.300	
Star furniture Manufacturers Ltd	2.183.800	

<u>FIXED ASSETS</u>		
<u>Dwelling houses Office Buildings</u> <u>as per schedule attached</u> (at estimated valuation)		593.602.900
Less Mortgages	594.656.300	
London - St Marys Building	549.600	
Toronto - shuter St. Flat	503.800	1.053.400
	-----	-----
		653.610.100

	653.610.100
<u>FARMS</u>	4.261.000
With Dwelling houses plus improvements (at certified valuation) as per schedule attached.	----- 657.871.100
<u>LESS CURRENT LIABILITIES</u>	2.418.400 -----
Net total assets Being accumulated funds	655.452.700 =====

SUMMARY OF MOTOR VEHICLE
AS AT 31 DECEMBER 1990
EXPRESSED IN RANDS

	NO.	VALUE

LONDON	2 Cars at Cost	71.687
SWEDEN	1 Car "	62.883
NORWAY-OSLO	1 Car "	66.217
USA. NEW YORK	1 Car "	62.771
ZAMBIA-LUSAKA	138 Cars Estimate	1.787.859
ZAMBIA-CHONGELA FARM	4 Cars Valuation	393.271
ZAMBIA-MECHANICAL WORKSHOP	5 Cars Estimate	177.346
ZIMBABWE-HARARE	25 Cars Estimate	348.132
TANZANIA	92 Cars Estimate	1.191.906

	269 Vehicles	4.162.072

AFRICAN NATIONAL CONGRESS
PROPERTY SCHEDULE
AT AT 31 DECEMBER 1990
EXPRESSED IN S.A. RANDS

LONDON

(At cost plus improvements)	2.875.300
<u>Penton St</u> Islington No1 Being Regional Offices of London area.	512.600
 <u>McKenzie Road</u> Islington N7 Being offices and factory premises used as D.I.P. offices and Printing workshop.	955.800
 <u>Archway</u> Being house (left for Rental)	403.000
 <u>Flat</u> at Pollock St. (Staff)	143.600
 <u>Flat</u> in St Marys Buildings St Marys St. London NW1 (Accommodation for Chief Representative) (Mortgage for the sum of 190.900)	836.400
 <u>Vacant Stand</u> adjacent to Penton St plus garage.	23.900 -----

BRUSSELS

Belgium	258.400
Office and Residential accommodation situated at 288 Boulevard du Suseraine 1160 Brusse.	

BONN

Germany	881.300
Dwelling house being accommodation for the Chief Representative.	
	----- 4.015.000

	4.015.000
<u>OSLO NORWAY</u>	327.700
Flat situated on Peterstrated, Oslo (Accommodation for Chief Representative) at cost.	
<u>STOCKHOLM - SWEDEN</u>	1.332.900
Flat Accommodation for Chief Representative.	
<u>TORONTO - CANADA</u>	403.900
Flat on Shuterstreet at Market Value (Original Cost 263.122 Mortgaged for the sum of 175.000) (The monthly repayments cannot be afforded by the chief Representative).	
<u>ZIMBAMWE</u>	3.403.900
31 Dwellings houses in Harare and Bulawayo Estimated value	
<u>TANZANIA</u>	575.800.000
Morogoro, Dakawa and Dar-es-Salaam Being the Mazimbu and Dakawa Development and Buildings in Dar-es-Salam Estimated value.	
<u>ZAMBIA - LUSAKA</u>	
Property being stand 7264 Lusaka being 2 storey Industrial and Residential Structure. Market value per Certificate of valuation dated 10.6.91	526.800
Property being Alpha Mechanical workshop.	6.141.400
Various Properties	2.704.700
as per Book value (Schedule to be provided)	----- 594.656.300 =====

AFRICAN NATIONAL CONGRESS
SCHEDULE OF FARMS AS AT 31.12.90
EXPRESSED IN S. A. RANDS

<u>ZAMBIA</u>	(Land plus improvements)	4.197.800
1.	Farm No.2058 Chongella in Extent 1344 Hectares	2.456.700
2.	Farm No. 687 Makeni in Extent 405 Hectares	638.200
3.	Farm No.3368 Alpha in Extent 1554 Hectares	876.200
4.	Farm No.2665 Constantinos in Extent 679 Hectares	226.700 -----

As per certificate of
valuation dated 10.6.91.

ZIMBABWE

Land & Buildings - TREMAINE BULAWAYO	63.200 -----
	R4.261.000 =====

Titles have been registered in the names of individuals, and legal steps have been taken to ensure that the interests of the organisation are protected.

Report of the Finance Department (Internal)

The Finance Department started operating inside the country in June 1990. The bank account of the African National Congress had been operating since March 1990. The accounting period covered by the above financial statements starts in March and ends in December 1990.

1. Feature of the Financial Report

This report has consolidated financial activities at headquarters and our internal regional offices. Regions were responsible for their own record keeping. In line with our accounting policy, regions have been sending financial information to the national office on a monthly basis. This policy emerged from a meeting of all regional treasurers and the Finance Department staff at the end of June 1990. Regional financial information only started coming to the Treasury in September 1990. Therefore all regional financial activity that took place before this policy was in place has not been incorporated into these reports.

It must be noted that most regions went through 1990 without having a full time accounting officer (or book-keeper). This had an effect on their reporting capability. Furthermore, most regions were not able to harness the specialised skills of members and supporters of the organisation on a voluntary basis. By June 1991 the situation is very different, most regions have managed to find a full time accounting officer. Contact and flow of information between the national Treasury and the regional treasuries have improved significantly.

The absence of a coherent, widely understood and generally accepted Finance Policy for the organisation hindered the work of the department. The absence of comprehensive accounting procedures at regional offices and national headquarters has affected the quality of our financial administration system. The draft Finance Policy that is before this conference is an attempt to close this gap. A comprehensive set of procedures has been developed based on our practices and observations over the previous year. This was developed in close consultation with accounting

officers from the regions.

2. ANC Business Strategy

In September 1990 the Treasury brought together a range of ANC businessmen and full-time functionaries in the financial area, to put together a strategy for income generation within the ANC. Many different plans and ideas emerged, including:

- the establishment of a merchandising section within the ANC;
- the protection and regulation of the ANC's intellectual property;
- the establishment of an ANC travel agency;
- the purchase of a printing company to do all ANC work;
- the setting up of an ANC garage/garages inside the country;
- the establishment of a computer and administrative training centre.

The seminar also called for the establishment of a Business Unit within the Treasury, which would coordinate income generating projects.

The broad outline of policy suggested at the seminar included some of the following ideas:

- that a distinction be made between projects which would primarily serve the ANC and those which would attempt to deal with the general public;
- that projects dealing with the general public be semi-autonomous and not have an overtly ANC profile;

- that strict commercial criteria be used to evaluate and run income generating projects.

The present Business Unit, which is located within the Finance Department of the Office of the Treasurer General, was established soon after the September meeting in order to take up some of the ideas discussed in the seminar. A private company, Movement Marketing Enterprises, was set up in order to ensure that the ANC was not entering into contractual agreements with suppliers, and to give the Business Unit the semi-autonomous nature that such an operation would require.

The early activities of the Unit mainly revolved around the merchandising arena, with the production of memorabilia such as caps, jackets, t-shirts, umbrellas, etc. From an early stage the Unit identified royalty agreements with suppliers as the ideal route to follow.

Suppliers would be invited to produce and distribute goods bearing the ANC logo for which the ANC would simply get a royalty payment of between 5 and 15%. All the work would therefore be done by the supplier - all the Unit had to do was identify suitable suppliers with broad enough networks, and then sit back and wait for the profits.

Unfortunately the violence that struck first Natal and then the Transvaal affected the market for memorabilia substantially. People wearing ANC t-shirts, caps or jackets became targets for political thugs. Even Mayibuye was severely affected with twenty shops in Alex township alone refusing to sell the magazine after having received threats from Inkatha.

Another setback was the refusal of many of the larger chain stores to hold any article which bore the ANC colours or name. After the diaries, calendars and stationery were produced late last year, many of the big chains like CNA, the OK, Greatermans, etc, were approached to carry these items. All of them refused on the basis of not wanting to identify themselves with any one political faction, and because of the possibility of violence in their stores.

As a result of the lack of response from the formal distributive sector the Unit decided to launch an ANC mail order section, to try and reach the membership directly. A catalogue would be produced illustrating all the memorabilia available which a member would be able to order directly from the ANC offices. A store was set up with a packing department and a catalogue was produced. Today the Unit is printing 25 000 catalogues at a time, and posting 10 000 to 15 000 catalogues a month to ANC members countrywide. The next step for the mail order section will be to offer non-ANC products to the membership at substantial discounts. With a membership of close to half a million, companies are lining up to advertise in the ANC mail order catalogue. What we need to do from our side is to organise the membership data base so that we have

reliable information concerning names and addresses of all our members. Not only will this enable us to communicate with members countrywide, but most of the communication will be paid for by the companies advertising in our mail order catalogue.

Another result of the reluctance of the formal sector to handle our products was the creation of our own retail outlet. Initially operating from an office in the Frederick street offices in Johannesburg, we have now moved to a shop front in Shell House. The first ANC retail shop in the country has been opened. If it succeeds, as we fully believe it will, it will be reproduced in all the major centres.

In as much as the formal sector tried to ignore us, the informal hawker network has embraced our products with open arms. Relations have been cemented with some of the major hawker associations such as Achib and Faibs, and we have developed a network of our own hawkers who take our goods to the people, rather than wait for the people to come to us. The major sales have been at rallies, at political meetings, and at marches.

Outside of merchandising, other projects have been discussed but most are still in their early stages. The computer and administrative training school is still in its early stages; the first staff member has been identified and funders have been approached. A lot of interest has been shown in this project from both local computer and international computer companies and all that remains to be done is to put together the team that will make this idea a reality. The objectives of the school will be to redress the imbalance in computer and administrative skills that exists in our country. Traditionally these areas have been the preserve of the white section of our population; the time has come to redress this balance, and who better than the ANC to do so.

The idea of the ANC opening its own travel agency and printing company came up at the September meeting, and have been followed up since then. In both instances the ANC would bring in the necessary expertise to run the companies. The idea would be to encourage other organisations within the democratic movement to use these services as well as members of the public. With the volume of both air travel and printing generated by the ANC, both these concerns, under proper management, could yield substantial returns to the ANC.

Plans for the establishment of an ANC buying club are in the pipeline. The mail order concept was based on utilising the collective buying power of the organisation for the benefit of all its members. The buying club concept takes the idea one step further. Members of the club would qualify for discounts of up to 10% negotiated by the Business Unit with major furniture chains, clothing and grocery stores nationwide. An additional discount of up to 2% would then be channelled back to the ANC to boost the organisation's funds. In this way the buying power of the

membership would yield benefits both to the membership directly and to the organisation. The infrastructure of this buying club could be used to organise a range of benefits for the membership, from life insurance to cheaper furniture. The basic principle is the utilisation of the buying power of the people for their own benefit.

In establishing the Business Unit the ANC has accepted the principle that self-sufficiency is the only way forward; and that political self-sufficiency is the only way forward; and that political self-sufficiency is closely intertwined with financial independence. The organisation already represents a major financial force if only through its buying power. The challenge that lies ahead is to transform the ANC from being simply a major consumer to being both a producer and a consumer of goods and services; and to utilise the popularity and political goodwill which the organisation enjoys to build a financially independent and politically stable organisation.

3. Setting up of departments

When we were unbanned, there was a need to establish and set up departments inside the country. Various departments moved inside during the first and second half of 1990 but as can be expected, there were financial constraints which slowed down the process of settling in. Emergency requests were made to donors, urging them to reallocate some funds for internal usage. The response was favourable with most of the donors.

4. Financing of our programmes

Several consultations have taken place between the ANC and our main donors. Negotiations on general funding with donors have been successful. Some negotiations and review meetings have taken place inside the country, especially in 1991. The donors are keen to support and redirect the bulk of the funding inside the country. They are aware that the new political situation inside South Africa requires a stronger and more organised ANC, hence they are all keen to support the process of democratisation which seeks to educate all South Africans about what democracy means; a system which black South Africans have been deprived of for so many decades.

External funding will continue until the phasing out period of 2 - 5 years is over. All ongoing projects that have been started will continue, but no new capital investment will take place externally.

4.1. SIDA: Consultations have been successful with SIDA, and we have been allocated SEK 120 000 000 for 1991/1992. Out of this total figure about SEK 67 million is for internal use. The National Youth League and the National Women's League have been included in the SIDA frame for 1991 and SEK 3 million and SEK 2 million have been

allocated to these departments respectively. SIDA has been the main donor and the highest contributor for the national conference. A sum of R1 521 793.13 has been given by SIDA for the national conference. Our sincere thanks to the Government and the people of Sweden for this generous contribution.

4.2. Norway: We are in the middle of the Norwegian financial year. Most of the Norwegian funds are for projects in Mazimbu/Dakawa, eg. vocational training centre and construction work. The mid-term meeting held on 14 June 1991 was also a success. Because of the phasing out process in Mazimbu/Dakawa, there have been considerable changes in respect to the funding of these projects. Reallocations have been made and the Norwegian Government is looking into the proposals submitted by the ANC to reallocate some unutilised funds to South Africa.

If the project proposals are approved, a sum of NOK 2 653 600 will be reallocated and utilised for activities inside the country.

The Norwegian government has contributed NOK 1 250 000 towards the national conference (rand equivalent is about R520 000). Our sincere thanks to the Norwegian Government and the people of Norway.

4.3. Finland: Consultations between FINNIDA and the ANC took place in April 1991. Again the talks were fruitful, and the Finnish Government allocated a sum of FIM 7 million for 1991. The bulk of the funds are meant for external use, especially in the field of education in Mazimbu/Dakawa for the library project and the VTC. The Finnish Government will continue rendering material support in Tanzania and Zambia for the remaining refugees in these countries. The Finnish Government is also rendering humanitarian support to various NGO's in South Africa for broader based programmes as well as repatriation schemes for all returnees and the integration of ex-political prisoners.

4.4. Denmark: The ANC has at long last established direct links with the Danish Government. Assistance has been given to the ANC by the Danish Government through various NGO's in Denmark for the project in Mazimbu/Dakawa. A sum of DNK 15 million has been allocated for 1991 for assistance towards the establishment of democratic structures inside South Africa. None of these funds have been received yet, but various projects are being considered for funding inside the country by the Danish Government.

4.5. Australian funding: The ANC has been allocated a sum of A\$ 15 million by the Australian Government for ANC identified activities for the period 1990-1993. These funds have been provided through Apheda and Austcare for Mazimbu and Dakawa, and for extensive training programmes in Lusaka, Nairobi, Harare and Australia, and

also for repatriation. Out of the allocated funds A\$ 3.3 million remains uncommitted.

A request has been submitted for additional assistance for newly identified projects amounting to A\$ 12 million and awaiting approval. It has been proposed that objectives be adjusted to reflect more developmentally oriented programmes.

4.6. Italian Government: A bilateral assistance programme has been in operation since 1987. Most of the US\$ 2 million under this programme was channelled to SO-MAFCO. The Italian Government now wishes to provide support for projects both externally and within the country for the next assistance programme, for which consultations are in process.

5. Non-government organisations (NGOs)

NGOs support to the ANC is still continuing outside the country. There has not been any support received since the organisation moved into the country. There are planned visits by some NGOs to discuss their support to the ANC in the future and inside the country. At the ANC conference for donors in Arusha in February 1991 agreement was

reached in principle to have a meeting with Europe NGO's on devising development assistance strategies.

5.1. World University Service: We have received grants amounting to R1.2 million to assist ANC to employ returning exiles and ex-political prisoners under the South African Return Programme.

5.2. World Council fo Churches: ANC application for a grant from the Special Fund of the World Council fo Churches has been submitted and awaits approval.

6. Conclusion

The donors have indicated that they expect better performance in as far as administration coordination of projects and accounting for funds now that we are in South Africa. In order to facilitate this process, the finance department has established the donor section, which coordinates departmental projects with the donors, and the general servicing of all donors.

This we hope will enable us to be more efficient and more specialised in dealing with our donors.

Report of the Projects Department

This report is divided into two parts. The first part deals with activities of the Projects Department externally, whilst in the second part activities inside South Africa are covered.

In the conclusion tentative recommendations are advanced for a proposed strategic approach to project development inside South Africa.

1. External Report

In the five years 1985 - 1989, the ANC consolidated its projects in Tanzania, Zambia, Angola and Zimbabwe. The number of cadres leaving South Africa due to repression increased dramatically. This required expanded welfare, health and educational facilities which in turn led to increased production activities - farming and small scale industrial production.

As opposed to the early years of exile, since 1985 the focus of project activities has become more developmental in nature, with a gradual shift away from welfarism.

Projects were conceived as integral to the struggle for national liberation and had five principle objectives:

- 1) to create self-sufficiency
- 2) to develop human resources
- 3) to generate income, where possible
- 4) to prepare cadres for their reintegration in a democratic South Africa
- 5) to begin the creation of alternative educational and other institutions in preparation for a post-apartheid South Africa.

A. TANZANIA

(i) Mazimbu

The Solomon Mahlangu Freedom College (SOMAFCO) was officially opened in 1978.

SOMAFCO has three huge secondary classroom blocks,

a science block, a technical block, six dormitory blocks, a covered school square, recreational and sport facilities and a multi-purpose library.

SOMAFCO's primary and pre-school divisions have their own purpose-built facilities.

SOMAFCO became the centre of the community at Mazimbu with a range of support activities for which the Treasury commissioned the building of a 16-bed hospital, a youth centre, a children's centre, a maternity centre and over 300 residences. In addition, buildings were erected for small-scale industries, offices, services and a huge farm.

Since 1985, the Mazimbu farm has increased agricultural, horticultural and animal production. In recent years the farm has been able to provide 45% of the community's food needs. Maize, sorghum, sunflower, beans and a range of vegetables and fruit are grown and goats, dairy cattle, pigs and poultry kept. According to experts the Mazimbu farm is one of the most advanced technically in Tanzania.

(ii) ANC Development Centre at Dakawa.

The Mazimbu/SOMAFCO complex of 1 000 hectares, situated just outside Morogoro, came into existence in 1977 following the Soweto Uprising. The ANC Development centre at Dakawa which is 55 km. from Morogoro was granted to the ANC by the Government of Tanzania in 1982. In the short nine years since then the 3 000 hectares of barren land has undergone considerable development and enabled over 2 000 people to settle there.

The Treasury commissioned an ambitious Development Plan in 1984 and by 1989, the following had been built:

- a) a Vocational Training Centre consisting of four classrooms, an administration block, work shops for four trades and a dormitory block.
- b) an Educational Orientation Centre for newly-arrived students from South Africa. By 1988 a classroom block, two dormitory blocks, a dining hall and kitchen and 16 staff houses were built.

- c) a nursery school and creche for 80 children.
- d) farm buildings
- e) factories for clothing and leather manufacturing.
- f) a textile printing workshop
- g) over 300 houses with communal facilities.
- h) infrastructure - roads, water, sewage and electricity.
- i) a temporary clinic.

Agriculture is an important activity at Dakawa where there is a 1 000 hectare ranch with over 100 cattle, including a herd of dairy cows. Maize, sorghum and sunflower are the principle crops.

B. ZAMBIA

In Zambia the following projects are in existence:

- Star Furniture Manufacturers Ltd.
- Alpha Mechanical Workshop
- Chongela/Alpha Farms
- Makeni Farm

i) Star Furniture Manufacturers Ltd.

The objectives of this project, started in 1967, are to generate funds for the movement, provide the movement with household and office furniture and to deploy and train ANC cadres.

For the past three years the project has mainly supplied the movement with furniture. It was only in 1990, through a change in management, that the factory began to generate funds.

Star Furniture occupies approximately 1 200 sq. metres of covered space on a plot about double that size, and owns 12 stationary woodwork machines and two trucks.

The production of goods and services of the project operates within the following framework:

- quality control
- minimisation of timber and other material waste
- timely execution of orders and contracts
- safety and health laws and regulations.

The factory, being a machine-based operation, has managed to reduce the amount of skilled handtool operations to a minimum in order to reach optimum profitability. Most of the work is of a repetitive, semi-skilled nature.

After February 2, 1990, the factory was faced with a problem of high labour turn-over. The project has had to depend upon local labour, and presently the staff consists

of two ANC members and 23 local workers.

2) Alpha Mechanical Workshop

When the Alpha Mechanical Workshop was started in 1984 it had the fundamental objective of maintaining and repairing the fleet of ANC vehicles in Zambia. As time passed there arose the need to also provide training facilities for ANC members and to generate funds.

Training programmes which are undertaken include upgrading and in-service training for semi skilled mechanics and unskilled mechanics.

The project consists of the following sections:

- mechanical section
- engineering section
- auto-electric section
- panel beating and spray painting.

The mechanical workshop receives an annual allocation of between 2-3 million Swedish Kronor for the purchase of vehicle spare parts, tools and equipment, other related costs and maintenance of the two expatriates who are assisting in the management of the project.

A major problem is the availability of spare parts. Where spares are being imported, long administrative delays either in payment or simply clearing procedures have slowed down work.

In 1989/90 the mechanical workshop took on more commercial jobs for NGO's and governmental organisations. This enabled the project to cover repair expenditures for ANC vehicles.

Personel comprises 10 ANC members, 40 local workers and 2 expatriates. A number of younger comrades have been taken whilst they are waiting for further training elsewhere.

Driver training has done well with 65 candidates trained in this period.

3) Chongela/Alpha Farms

The Chongela farm was bought in 1978 and the Alpha farm in 1986. The two farms are adjacent and jointly cover an area of 2 900 ha. Of this land area, 600 ha. is cleared arable land, whilst the remainder is used for grazing.

During the years 1986/87 donor support to these farms has mainly been in training and the supply of necessary items, such as farm machinery, running costs eg. fuel, labour, etc.

In 1987/88 the following was planted:

- 140 ha. maize

- 50 ha. silage
- 28 ha. sorghum
- 32 ha. sunflower
- 32 ha. soyabeans
- 20 ha. sugar beans

4 115 bags (50 kg) of maize was harvested. This below average harvest was due to the cattle trampling the fields. Approximately 40 tons of silage, 111 bags of sunflower and 33 bags of sugarbeans was harvested. Excessive rains had a devastating effect on the soyabeans and sorghum.

The activities during the years 1988/90, up to the present have by and large followed the plan but with less construction. 200 ha. of maize was planted that gave a harvest of 5 156 bags (90 kg. bags).

A vegetable garden covering an area of 30 acres was developed as well as a reservoir and irrigation system of 50 acres. Since 1987 there has been excellent harvests of cabbages, potatoes, carrots, pumpkin, tomatoes etc. It was thus possible to supply the movement with 150 tons of vegetables in 1990. At present the following are being grown on a crop rotation basis: potatoes, cabbages, okra, beans, onions and tomatoes.

At present the cattle count is 1 011, out of which 260 are calves, 716 heifers and cows, and 35 bulls. During 1990 a total of 175 cattle (approx. 26 280 kg beef) were slaughtered. During the same year the dairy project supplied 35 000 litres of milk to the movement.

The poultry section has a total capacity of 6 laying pens with 3 900 birds. In pursuance of maintaining continuous production, there is a regular programme of culling and replenishing stock with points of lay pullets. Average production is 60%. A sum of 28 000 units of eggs were supplied to the movement in 1990.

The stock of pigs consists of 19 sows and 2 boars. On the average each sow has 2,2 farrows per year producing a 20 piglets/sow/year. 337 intensive growers were slaughtered in 1990 giving approximately 13 880 kg. pork to the movement.

A very low stock of sheep is maintained comprising one ram, six ewes and ten lambs. 14 sheep were supplied to the movement in 1990.

The current number of goats consists of 2 billy goats, 95 ewes, 27 kids and 38 fatteners. In 1990, 23 goats were supplied to the movement.

The farm has its own mechanical workshop to maintain its transport consisting of one Mercedes Benz truck, one Scania truck, 10 tractors and a Land Rover.

4) Makeni Farm

This farm covers an area of 12,5 acres and its main objective is to produce vegetables for our community in Lusaka. This was never achieved due to poor management.

Cold room facilities have been constructed to store meat from Chongela farm.

C. ANGOLA

1) Moses Kotane Self-reliance Centre (M.K.S.C.)

This project was commenced in 1984 as the Vianna Project and has the following sections:

- a mechanical workshop for the maintenance and repair of ANC vehicles. Training programmes for mechanics are also being conducted.
- a medical health training centre that trains ANC members as medical assistants. This is to terminate in July, 1991.
- a poultry section to cater for the needs of ANC members at the centre.
- a tailoring workshop that has not been functioning properly due to poor management.

2) Labutsibeni Printing Shop

This workshop was functioning very well over the years until 1990 when a general lack of enthusiasm of the ANC cadres working there set in, resulting in a general decline in production. This led to the workshop being shut down and it being decided to transfer the printing equipment to South Africa.

3) Lillie's Farm

Lillie's Farm, situated 42 km. south of Luanda, was donated to the ANC by the Angolan Government in 1989. The total area of the farm is approximately 1 600 ha.

In September, 1989, the total area cultivated was 3 ha. of which 1.4 ha. were planted with various vegetables (eg tomatoes, potatoes, and onions). Bananas and paw-paw were also cultivated in the garden.

The remaining 1.6 ha. of land were prepared for planting, but due to shortage of water, no planting took place.

In general, soil condition was not conducive to farming which affected productive utilisation of the land. In addition, the staff of 24 ANC cadres working under very difficult conditions were in need of agricultural training.

Presently agricultural activities have been stopped and the farm is to be handed back to the Angolan Government.

D. ZIMBABWE

The Vukani Cooperative Farm near Bulawayo commenced operations in 1986 and, though it is a mere 10 ha. in size, it has been relatively productive. The sale of vegetables and eggs has enabled the farm to generate income.

E. POST-FEBRUARY, 1990.

The unbanning of the ANC has naturally affected all projects of the ANC externally.

The three projects in Angola will be rapidly phased out since very few cadres remain in the region.

In Zambia, the farms will be sold, the garage relocated in South Africa and Star Furniture Ltd. will remain operational for some time to generate income for the ANC mission there.

The farm in Zimbabwe will be kept in operation for the time being.

In Tanzania, with its large ANC population, the NEC decided in April, 1991, to phase out the Settlements of Mazimbu and Dakawa within a time frame of between two to five years. Amongst the reasons for the gradual phasing out at Mazimbu and Dakawa are:

- the unpredictable and possibly protracted nature of the negotiation process
- a firm commitment by the ANC to its members to ensure that they attain a recognised level of qualification before returning to South Africa
- the continued outflow of young people from South Africa in search of educational facilities.

A Task Force on Mazimbu and Dakawa has been set up to plan the phasing out process which requires close coordination with the Government of Tanzania and with donors.

2. Internal Report

Internal activities of the Projects Department commenced in September, 1990, with preparations for the convening of a Consultative Seminar, held in early November, 1991.

The broad objective of the Consultative Seminar was twofold. On the one hand, it was a preparatory seminar for the Donor's Conference held in February, 1991, in Arusha.

On the other, it served the function of identifying areas of

operation for the Projects Department that was starting its relocation back home.

It was apparent that inside South Africa the Projects Department would not only be involved in projects for ANC members/departments, but it should also look into initiating and guiding projects on a national basis that would serve the whole South African community.

In addition, many of the project holders and local NGO's from within the fold of the democratic movement were looking towards the ANC to give policy direction as regards development projects. There are literally thousands of projects inside South Africa and it is important for the ANC, as the head of the national liberation movement, to give this direction.

Two of the most important recommendations from this seminar was that the ANC produce a Discussion Document on Development, and work towards the establishment of Regional Development Forums (RDF's).

The involvement of the Projects Department, since its establishment inside South Africa nine months ago, has therefore been in the following areas:

- a) Production of Discussion Document on Development
- b) Establishment of Regional Development Forums (RDF's)
- c) Engaging other development actors in SA
- d) Preparation for the Donors Conference
- e) Project preparation/coordination
- f) workshops/seminars

a) Discussion Document on Development:

In mid-October a Development Strategy Working Group was convened to work on development projects strategies. By early December a Discussion Document on Development was produced. This document was workshopped at an ANC Heads of Departments meeting held in mid-December, 1990. Changes were effected and a second draft of this document is in the process of being looked at before mass distribution to ANC regions, branches and the broader democratic movement.

b) Regional Development Forums (RDF's)

The Discussion Document on Development is presently forming the basis for discussions at the establishment of RDF's.

The objectives of these RDF's are:

- to involve all mass-based organisations, progressive service and professional organisations, South African

NGO's and independent project holders in its region in the process of formulating a regional development strategy.

- to examine the structure and capacity of these organisations with a view to converting them into genuine mass based structures accountable to the communities they are assisting with development work.
- to initiate training programmes within individual projects/organisations in the administrative, financial, technical and managerial fields.
- to establish co-operation between development agencies within specific sectors to try and minimise duplication.
- to establish multi-sectoral programmes, thereby forming the necessary links between organisations working in different sectors.
- to examine ways in which development programmes can be self-sustaining in terms of the generation of an economic return.
- to examine needs and the feasibility of new project development.
- to embark on training programmes/workshops/seminars where skills in coordination, management of projects and project accountability can be imparted.

• *Eastern Cape*

In this region the UDF established an Interim Committee on Development and Funding. On the 1/12/90, the Projects Dept. was invited to address a workshop organised by this Committee.

Our input was to situate it within the broader ANC perspective of project development, and assist the process of working towards the establishment of a RDF for the Eastern Cape. A further seminar was held on the 26/1/91 and the process of establishing the RDF is at an advanced stage.

• *Border*

The Border RDF was launched on 19/1/91, attended by 100 delegates from ANC branches, 60 from the civics, COSATU, NECC and service organisations. It was agreed that the RDF be composed of representatives from the civics, COSATU, BCC, NECC, service organisations, ANC Women's League, Youth League, Contralesa, NSC, NAMDA, NADEL and the business community.

A proposal has now been submitted by the Border RDF for establishing an office with full-time staff whose function would be to coordinate all project activity in the Border on a full-time basis.

• *Transkei*

An initial workshop was held in the Transkei on the 16/17th February, 1991, to investigate the setting up of a RDF there. At another workshop held on the 18th May an Interim Committee was set up. This Committee is working

towards an official launch of the RDF scheduled for July. The region is linking the establishment of its RDF to concrete projects and have submitted outlines of two proposals - a brickmaking cooperative and an agricultural project.

• *N.TVL*

On the 19/3/91 members of the Projects Department visited the N.TVL, meeting with representatives from the ANC office. The concept of a RDF was explained and the urgency for its establishment was emphasised. A need was stated for producing a directory of all development actors and projects functioning in the region. A date for the launch of the RDF is still to be established.

• *E. TVL*

In this region a meeting, attended by about 60 ANC members and the regional office, was held on 26/3/91 at Bushbuckridge. The concept of a RDF was explained, its importance highlighted, its structure, aims and objectives outlined and its urgency emphasised. The meeting was not representative of all areas.

• *W. Cape*

In this region the ANC office has assigned 4 members of the REC to work together with the Projects Dept in the establishment of a RDF. At a meeting held with these comrades on the 4/1/91 the concept of an RDF was outlined and the urgency for its establishment. We are still awaiting the convening of a workshop of different project holders in the region to establish a RDF.

• *PWV*

Moves towards the launching of a RDF commenced with the holding of a workshop on 21/4/91 for representatives of ANC branches. This was followed by a service organisations summit held 18/6/91. The next step should be the convening of a workshop/seminar of project holders from the democratic movement where a RDF would be launched.

• *OFS*

Both regions in the OFS were visited in January, 1991, but nothing materialised. The fundamental problem is the changing of regional coordinators.

The rest of the regions still need to be worked on.

c) **Engaging other development actors**

The Projects Dept. has been involved in a series of meetings with other development actors - both from the democratic movement and from state-created structures and big business.

In the case of the former, meetings/workshops are being held with COSATU (whose Goods and Services Committee are involved with projects), Kagiso Trust, the civics etc. with a view to reaching consensus on development approaches and priorities. The first of these workshops, attended by ANC/COSATU/CAST was held 11/4/91. The workshop recommended that an inter-organisational forum on development and a Development Research Group be established. A go-ahead is still awaited from the ANC's Political Committee before implementation. A follow-up workshop was held on 19/6/91, where more concrete recommendations were adopted.

Following these recommendations, there have been meetings with the Development Bank of Southern Africa, the IDT, and Directors of the corporate social responsibility programmes of big business. In all cases these meetings were held with a view to accessing their funds on clearly defined terms as well as influencing their development philosophy.

d) Preparations for Donors Conference

Preparations for the Donors Conference included:

- convening a workshop and a range of meetings from October, 1990, to January, 1991, with various local NGO's, service organisations and structures of the broad democratic movement to ascertain what our development imperatives are inside South Africa.
- convening a preparatory workshop for all representatives of ANC departments in December, 1990, to coordinate our approach to the Donors Conference.
- coordinating the preparation of the main papers
- ensuring that different departments/sectors prepare commission papers.
- ensuring project proposals from all ANC departments/sectors. Project proposal formats were prepared to facilitate executive summaries. These formats are now being utilised to assist potential project holders in project formulation/preparation.
- coordinating the selection of delegates from all our regional offices.
- ensuring sectoral representation.

e) Project preparation/coordination

- Association of ex-political prisoners (AEPP). Two projects (agricultural in Transkei and brickmaking/building in Natal) has been prepared and coordination for funding was organised and approved. At present we are awaiting the funding from the Australian Government to implement these projects.

Coordination is also in place with the Development Bank of Southern Africa for further funding for the AEPP projects. A one-day workshop is being arranged for 28/6/91 between the AEPP, the Development Bank and the

Projects Dept. to define concrete areas for assistance.

- Three housing projects have been identified (Cape Town, Port Elizabeth and Durban). The Malaysian donors were taken to visit the three sites, to investigate feasibility, management, etc. We are now awaiting the funding from the Malaysians.

- Coordination of a project to buy furniture for the E.TVL office was completed and funding was obtained from Finland. The furniture has now been received.

- Relocation of the textile and graphics project from Tanzania to Grahamstown is at an advanced stage. The funding from Swedish donors is available and a site has been visited. Firm decisions on purchasing the property has to be taken.

- Transkei pilot housing project being undertaken by Dutch donors is in process. We are investigating increasing the funding to expand this project.

- Khuphuka project is a skills-training project for returning exiles, ex-political prisoners and ex-combatants being set up in Durban. It is being funded through the Education Development Trust (EDT). At present there are investigations into buying a BIFSA training complex. The Projects Dept. is coordinating its establishment, funding and relating it to other development initiatives in that region.

- Project Capricorn is a regional development project in the N. TVL being proposed by the University of Venda Foundation. Its objective is to improve the quality of the regional education system and one of the companies of the Anglovaal Group is interested in funding. Discussions had been held with the initiators of the project and agreement had been reached that:

- a) The content of the "improved education" be determined by the DOE/EPU/SACHED/Neppi.
- b) The project be integrated into the work of the RDF in the region
- c) that it impacts on other projects in the field of job-creation and strengthens the democratic development process
- d) The majority of members of the Trust to be established be from the democratic movement.

Implementation of this project is pending.

- Veterans Association Project Proposal. This project assists those veterans from exile, prisons and those who had been active inside South Africa who are now no longer economically active and have no means of survival.

- Establishment of Development Programme Centre (DPC). Lawyers have drawn up a Trust Deed but the DPC has not as yet been registered. The principle objective of the DPC

is to initiate, promote and support development projects amongst those groups and persons that have been and are disadvantaged. It would provide a structured reference point for the Regional Development Forums.

f) Workshops/Seminars:

- Income-generating projects workshop (Nov, 1990) to determine areas for creating projects that can generate funds.
- Workshop for jobs/skills training for returnees and ex-political prisoners (June, 1991.) to look at concrete measures to be implemented.

CONCLUSION

The ANC's various projects externally have catered for the welfare and developmental needs of the many thousands of cadres forced into political exile.

It is estimated that in Tanzania alone, the value of fixed and moveable assets at Mazimbu exceeds R250 million, and at Dakawa approximately R70 million.

Naturally, projects have encountered problems and constraints and have developed unevenly. The shortage of qualified personnel has been the most serious constraint which has in many instances hampered smooth development and necessitated the recruitment of non-South African professional and skilled personnel for most projects.

Inside South Africa, it is clear that it will be important for the ANC to give policy direction to development projects.

The Discussion Document on Development is a first attempt to assist in this process.

Through this we would be able to give overall guidance to the thousands of projects being embarked upon. We would be able to ensure that the process of development involves three inter-related aspects:

(i) Firstly, that it involves changing the social and power relations that exist at the moment, so that power is distributed equally among all the people. This will allow people to have greater democratic control over the social, political and economic aspects of their lives. This will allow them to participate fully and empower them to take decisions that affect their lives at work, in their communities and the country as a whole.

(ii) Secondly, alongside this process of building real democracy, there is an improvement in the material conditions of the majority, ensuring greater access to food, clothing, shelter, incomes, jobs, health and education for all.

(iii) Thirdly, that democracy and an improvement in the quality of life are related to a fundamental restructuring of the economy along a new growth path, to allow for a sustainable process of change and growth in the economy.

Whilst there would be specific projects in place for the ANC, it is apparent that broader community projects need to be established to benefit the community as a whole. These projects should fit in with our development perspectives (social, political and economic) for the nation as a whole.

Report on Construction, Planning and Maintenance

Office of the Projects Manager

Introduction

In the early 1980s the need to establish a new ANC Centre was recognised. In 1983, a 2800 hectare (28 square kilometre) tract of land was generously donated by the Tanzanian government and people, to become the ANC Development Centre, Dakawa, situated 60 km northwest of Morogoro.

The 1984 Development Plan determined that the ANC centre at Dakawa was to be developed as a self-reliant community of 5000 - 8 000 people, with the relevant services and infrastructure to provide for training and employment opportunities. Given the ANC's situation in exile and the difficulties in forecasting accurately the population build-up of this community, the principle of decentralisation had to be adopted.

The ten villages of Dakawa, each consisting of close to 100 residential units to house 350 to 400 people, are planned as twin villages; that is, five pairs, with each pair sharing an Inter-Village Centre accommodating a village, health post, nursery school and day care creche facility. Industrial areas attached to each village would provide training and production possibilities to the village residents. Central community facilities, including the main administration complex, health, cultural and vocational training centres, and two primary schools, were to be located on the Main Central Area (MCA).

Agricultural activity was to be based on an agricultural centre, a complex housing, office and residential accommodation for staff, machinery yard, crop storage, animal feed mixing, poultry and dairy units. This centre (AGC) was to guide all the agricultural activity at Dakawa, namely crop production, livestock and horticulture. Special areas of the Development Centre are the Education Orientation Centre, housing youths arriving from South Africa who need a period of assessment before joining Somafero or the

VTC, and the Rehabilitation Centre. The latter is intended for the social rehabilitation of people suffering from the effects of torture, alcohol and drug-related problems.

The revised 1984 Development Plan

Given the changing political situation following the unbanning of the ANC and the possibilities of return to South Africa of ANC members, the revision of the 1984 Dakawa development plan became imperative.

The ANC policy statement on Projects defines the priority areas for the Dakawa development as education, training, and agriculture. Based on this, the revised 1984 Plan has sought to concentrate as far as possible all future development around the existing infrastructure core; as such, it is more condensed than the original 1984 Plan.

Emphasis for development is placed on maintaining existing infrastructure and facilities, and the expansion of educational facilities and accommodation where these already exist; as well as on administration, agriculture, and communal recreation facilities.

The number of villages is reduced to three, with village four of temporary timber structures to be phased out. Village Two is nearing completion, while infrastructure works and some house construction continue at Village One, with vocational training for 200 apprentices.

The Agricultural Centre (AGC) will continue to form the basis for agricultural development at Dakawa.

Progress to Date

First construction works at the Development Centre concentrated on the provision of basic infrastructure and include land clearing, drainage, sewerage disposal, water reticulation and supply, electrical power supply, access

roads and the creation of a construction base. It was hoped to minimise the amount of temporary works, as these necessarily draw on available resources and detract from the main objective; but it has proved necessary to provide these. All permanent and temporary works are itemised in the following summary:-

Permanent construction:

- a) Main road construction and drainage system, as well as roads and drainage within Village Two, Village One, Industrial Area Three (I3 Construction Base), Educational Orientation Centre (EOC), the Vocational Training Centre (VTC) and Village Four (temporary housing).
- b) High tension electrical power supply to and within Dakawa.
- c) Low tension electrical reticulation in I3, EOC, AGC and VTC areas.
- d) Main water supply to V1, V2, V4, EOC, I3, VTC AGC and the Main Central Area; and also the reticulation in these areas.
- e) Sewerage reticulation for V2 and EOC.
- f) I3 stores, offices, workshops, fuel depot, prefab, etc.
- g) VTC dormitories, classrooms, administration and workshops, and hall kitchen block.
- h) 12 workshops (Garment and leather workshops)
- i) EOC dormitories, classrooms, administration, hall-kitchen and staff housing.
- j) V2 housing
- k) IVC 1 Children's Centre (day care centre, nursery, health post)
- l) IVC 2 clinic wards.
- m) IVC 2 shop
- n) IVC 2 supply centre.

Temporary construction

- a) Temporary facilities at the EOC which comprised the first community at Dakawa.
- b) V4 light timber prefab emergency housing (approx 90 houses)
- c) Pit latrines, about 25 of these have been built
- d) Village Hall
- e) Clinic
- f) Rehabilitation Centre
- g) Children's Centre
- h) Textile printing workshop
- i) Agricultural Centre
- j) Adult Education Classrooms.

Project management

The further development of the ANC Centre Dakawa, along the guidelines set out in the revised 1984 Develop-

ment Plan, envisages an effective municipal structure to organise and administer the various educational institutions, socio-cultural and production centres of the community.

The nucleus of this municipal structure is established and continues to develop with the incorporation of more qualified administrative and technical ANC personnel within the scope of the Dakawa Development Programme.

An effective management system within the overall municipal administration is required to coordinate the delivery of the various services to the community. Present efforts are directed towards an increased and active ANC participation in the planning, decision making, implementation, operation and maintenance activities at the ANC Development Centre Dakawa.

Conclusion

The Revised 1984 Development Plan contains the guidelines for the future development of the Dakawa Centre.

The 1991 Construction Programme, as presented in Appendix 1, represents the extent of ongoing works which are being carried over from 1990 into 1991. Appendix 2 is the 1991 Maintenance programme to be carried out this year.

It is hoped that the implementation of the permanent water supply from the Wami River source will be carried out and completed in mid-1992.

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

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

Apart from Tanzania (Mazimbu and Dakawa) the movement has carried out building construction in other regions.

ESTIMATED VALUE OF THE PRESENT INFRASTRUCTURE AND
BUILDINGS AT DAKAWA

The estimated value in Rands of the present infrastructure buildings at Dakawa given below are based on Construction in Tanzania 1991.

i) INFRASTRUCTURE SERVICES	YEAR OF CONTRU- CTION	DONORS	TOTAL
a) Road network including main road, access roads and village roads	1987 to 1991	Norway	4 988 662
b) Storm water drainage	1986	Norway	783 343
c) Water supply including temporary present source, drilling of boreholes, storage tanks, distribution and lines	1985 to 1991	Norway	6 225 520
d) Sewerage including septic tanks and waste ponds	1991	Norway	3 298 289
e) Main power supply including substations, 33KV HT line, and 11KV LV line	1988	Norway	5 730 777
Sub-total for infra-structure			21 026 591
Add: Contingencies for auxilliary installations of services unidentifiable during the assessment			1 649 144
Total for infra-structure services			22 675 73

2. BUILDINGS	YEAR OF CONSTRUCTION	DONORS	TOTAL
a) Villages			
i) Village (V4) 90 Pretab Units	1986	Norway	3 298 289.-
ii) Village (V2) 75 permanent houses and common house	1988 to 1990	Norway Denmark ANC	10 719 439.-
iii) Village (V1) 12 permanent houses	1991	Norway	1 030 715.-
b) Intervillage Centre			
i) Creche at IVC1	1990	Denmark /ANC	824 572.-
ii) Nursery at IVC1	1991	Denmark /ANC	577 200.-
iii) Dining Hall/Kitchen for creche/nursery at IVC1	1991	Denmark /ANC	494 743.-
iv) Portable cabins at visitors camp	1985	Norway	948 258.-
v) Clinic at IVC2	1985 to 1989	ANC	329 828.-
vi) Village Hall and supply centre at IVC2	1986 to	ANC	329 828.-

c)	Education Orientation Centre including class room blocks, Administration Blocks, Dining Hall, Kitchen and Residential houses	1987 to 1990	NORDIC operation Days work ANC	4 864 976.-
d)	Vocational training Centre including workshop, dormitories, Administration Offices classrooms, dining hall, kitchen and Residential houses	1987 to 1991 ANC	Finnida, Norway	3 380 746.-
e)	Industrial Centres Including leather, garment factory residential houses, main stores, joinery, mechanical workshop pre-tab manufacture shed and construction and planning offices	1985 to 1990	Norway /ANC	4 782 519.-
f)	Main Administration offices in Mhlaba (RHC)	1990	ANC	371 057.-
g)	Agricultural Activity including temporary dairy shed, temporary machinery workshop, machinery yard maize crop drying shed, pre-tab temporary houses	1987 to 1991	ANC	1 978 972.-
	Sub-total for buildings			33 631 142.-
	Add: Contingency for auxiliary structure installations, services, unidentifiable during the assessment			4 370 232.-

Total for buildings	
Summary -----	
(i) Infrastructure Dakawa	22 675 735.-
(ii) Buildings	38 301 374.-
TOTAL for Development Centre Dakawa	R60 977 109.00

Report of the Logistics Department

The Department of Logistics, which is essentially responsible for the movement's movable and consumable assets, was properly set up in July 1987, and constitutes:

- a head office and regional offices in five countries
- a warehouse (stores) section
- a clearing and forwarding section
- a procurement section
- a personnel and training sub-committee.

From 1976 the numbers of people going into political exile accelerated, and huge communities of civilians and combatants had to be clothed, fed, educated and trained, principally in Tanzania, Angola, and Zambia.

Overall, the fledgling Department of Logistics with its meagre trained human resources managed to handle hundreds of tons of goods, to set up a distribution system, to acquire freight trucks and to provide warehousing facilities.

There were many constraints and difficulties that the Department of Logistics had to overcome, such as:

- the failure of the movement to recognise the importance of logistics for the smooth operation of its various activities, and principally for its political work;
- the serious problem caused by the absence of trained personnel in clearing and forwarding, stores management, transport control and distribution expertise; the unwillingness of ANC members to train for work related to logistics aggravated the problem;
- no centralised control prior to 1987; each region had its own unique and often haphazard logistical arrangements;
- the absence of a reliable fleet of trucks and few trained drivers;
- separate bureaucratic regulations for each country, some of which are extremely time-consuming;

- insufficient and insecure warehousing facilities
- the growth in criminal activity, much of which was perpetrated by members of the movement.

Regions

Zambia:

This is one region which has never had a strong continuous Logistics Committee, resulting in no proper records being kept at the beginning, particularly at the distribution centre in Lilanda. The only section with proper records was the regional stores, and that still is the best. However, there has been a great improvement in record-keeping and accounting by the Regional Logistics, although the regional stores have had no manager since the present head of Regional Logistics was appointed. He has been handling both (stores and logistics).

The system of supplying groceries and other household items has always been a problem. This is due to the absence of correct data on the number of people in the region, which in turn is due to the highly transient nature of the population. However, it leads to bad budgeting and planning.

Angola

This region had the most stable logistics department for many years. It had a more or less permanent core of people in administration. This has made the region the best in record keeping, management and accounting regularly to HQ. This was despite the fact that the region has its own peculiarities which made it very difficult to run the department. This problem lay in the dual authority over the regional logistics department, between the Army and the Office of the Regional Treasurer. This problem existed up to the day when the department closed down. The Regional Logistics did not know to whom it was accountable.

Tanzania

This has been the most difficult region to handle. No logistics committee existed until July 1988, although there has always been a clearing and forwarding unit in operation to handle over 200 tons of goods that come in annually for Mazimbu and Dakawa. One persisting problem has been the lack of coordination between the ANC mission in Dar es Salaam and the Regional Treasurer.

The rapid growth of Mazimbu and Dakawa was multifaceted. Apart from the need to clear, transport and distribute food and clothing for several thousand people of all ages, the Logistics Department has to handle huge quantities of construction, educational, health, agricultural and small industrial items.

The absence of proper storage facilities aggravated the problem of pilferage and damage of goods through heat and rain. In 1985, the Treasury commissioned the building of new regional stores at Mazimbu. These came into operation in 1986.

Mozambique and Zimbabwe

Since the exodus of most of our people from Mozambique after the Nkomati Accord, the level of material needs is low. The UNHCR and OAU meet some of the needs of the ANC community.

In Zimbabwe, the membership receives its supplies primarily through assistance rendered by SIDA and the Norwegian Government.

Conclusion

Generally, the Department of Logistics, in spite of its poor resources, managed to handle hundreds of tons of goods annually for the benefit of thousands of our people in several regions. But the entire operation lacked professionalism, control and coordination, as a result of which there was inefficiency and loss on an unacceptable scale. Sadly, too, there is a dismal record of corruption and criminality, often at the hands of ANC members.

Report of the Transport Department

1. INTERNAL REPORT 1990 -1991

Introduction

The unbanning of our movement has placed heavy burdens on our organisation, burdens for which all of us are required to carry responsibility. Our attention in this report will be focused on transport. It will be remembered that when the ANC was first banned and the organisation had to operate from beyond the borders of the country, the Headquarters in East Africa had only one vehicle to serve all the ANC's departments. Today this picture has changed considerably. The organisation now owns 79 motor vehicles, and one motorbike; and with a few exceptions we ourselves have purchased all of them.

The efficiency of our transport department will depend largely on the effective and responsible use of our vehicles. The experience of our comrades who come from beyond the borders of our country has shown that some of our people in the external mission were unlicensed but continued to drive our vehicles. And in other cases comrades drove the cars while under the influence of liquor. Property of the movement was damaged and destroyed, and innocent people in the streets were killed. We hope the drivers of our vehicles are disciplined people and that what used to happen in the external missions will not be repeated here. The ANC does not have vast resources, and therefore we have to ensure that our limited financial and human resources are effectively utilised.

The distribution, use and administration of transport

Since the ANC was unbanned, a lot of pressure has been exerted on the transport department to provide cars. However, due to lack of funds, the organisation has only been able to buy 79 vehicles. These cars are distributed for use to the various regions and departments of the organisation, for specific needs only.

Last year the Treasury tried to provide each region with at

least one car; this task was achieved. Some departments were also allocated one car each, even though this was inadequate. It is only this year that the transport needs of the majority of departments began to be met, although this is still far short of the needs of these departments. The organisation expects the heads of regions and departments to be responsible for the proper use and control of their vehicles.

By the end of last year, the organisation had purchased and sent to the regions fourteen cars, as well as those given to departments at Headquarters. Two sedan cars and one kombi were stolen; however the kombi and one sedan were later recovered by police, although both were badly damaged. In the regions the rate of damaged cars was so high that in the first six months after the unbanning of the organisation the insurance had to pay between R92 000.00 and R96 000.00. There has been a threat of increasing the premiums as a result of the high incidence of accidents.

March: At the beginning of March 1991, the organisation had a total of 57 motor cars. Northern Natal, Southern Natal, Natal Midland, PWV, Northern Cape, Transkei, and Border each had one car. Northern OFS and Southern OFS had two cars each; Western Cape and Eastern Cape both had four. We would like to congratulate these latter four regions for taking the initiative in acquiring these extra cars from other sources.

Head office and Departments: A vehicle was given to each of the following departments: Organising Committee, Building Section, Business Unit, Treasurer General Office, DEP, DAC, Finance, Transport, five sedans and one kombi. The women's league had two vehicles, PRO/NAT five, DIP two, SGO two, Welfare four, DIA two, repatriation two and one T Hilux bakkie from Lusaka. This made a total of 35 vehicles.

Cars purchased in March: Five Toyota Hi Aces, Five Toyota Corollas, and one second hand Jetta were purchased in March. One kombi was sent to our office in Windhoek. One car was involved in an accident at Head-

Report of the Transport Department

quarters in March.

Cars purchased in April: The finance department sent amounts of R32 000.00 to the following regions for the purchase of new motor vehicles: Northern Transvaal, Western Transvaal, Eastern Transvaal, PWV, Natal Midlands, Southern Natal, Northern Cape, and later to Southern OFS. From these regions, however, only Eastern Transvaal reported the purchase of a car, and at Headquarters only one vehicle was reported purchased.

Cars involved in accidents: Welfare, land commission, and one PRO.

Air Travel expenses for the months of March and April

Air travel is the highest expenditure item in the Transport department. Comrades do not want to believe that the organisation has limited resources. It is a struggle to convince comrades that we only fly comrades to far away places such as the Transkei, Cape Town, Port Elizabeth and East London. Usually comrades coming from places such as Durban, the OFS, Kimberley, Eastern Transvaal etc only fly in exceptional cases. The results of these comrades insisting on flying has led the organisation to paying an amount of R215 292.48. In May, expenditure totalled R244 393.00; an analysis is shown below.

Analysis of problem areas:

Maintenance (servicing, petrol vouchers, accidents): The majority of departments refer to us to arrange for the servicing of their vehicles and general maintenance. However, some comrades order new tyres without referring the matter to the transport department.

Where accidents have occurred, regions and some departments report such matters immediately to the transport department so that the process of claiming from the insurance can start at once. Two cars were involved in an accident and one was a complete write off. In one of the cases the comrade took the vehicle for repairs without following the necessary procedure of first reporting to the Transport Department.

The petrol and voucher system is on the whole running satisfactorily, even though some comrades tend to lose their cards. Once a card has been reported lost, it cannot be used even if it is later found, for such a lost card would immediately appear on the fraud list of Auto First. There are still cases where comrades use both the lost and the newly issued cards; this practice must be stopped.

The May activity report

After an amount of R32 000 was sent to regions to purchase new cars, the regions that reported the purchase of those cars in May are as follows: Western Transvaal, PWV, Northern Cape, Border, Southern Natal, Natal Midlands, Transkei and Northern Transvaal. At the time this report was prepared, Northern Natal had not yet bought any. Due to an oversight on the part of the Transport Department, the Southern OFS received their allocation of R32 000.00 only in May.

Cars bought in May for national offices, and allocation: Five cars were bought during the month of May and were distributed as follows: one for special projects, one for the Education Department, one for PRO, one for the National Campaigns Committee (use of this car is on a temporary basis) and one pool car. Four cars were involved in accidents in May.

**ANALYSIS OF AIR TRAVEL EXPENDITURE FOR THE MONTH OF MAY 1991
(EXAMPLE OF ONE MONTH'S EXPENDITURE)**

DEPARTMENT	INTERNATIONAL	LOCAL	TOTAL
DIA	85,545.00		85,545.00
DPO		16,674.00	16,674.00
FINANCE	515.00		515.00
DAC		1,310.00	1,310.00
PRO	13,019.00	4,636.00	17,655.00
NPC		1,623.00	1,623.00
LAND COMMISSION	5,239.00	2,076.00	7,315.00
WOMEN'S LEAGUE		25,248.00	25,248.00
DEP		3,175.00	3,175.00
ORGANISING		1,038.00	1,038.00
BUILDING		15,972.00	15,972.00
NEC	23,455.00	3,562.00	27,017.00
SGO	14,521.00	6,233.00	20,744.00
TGO	9,946.00	6,579.00	16,525.00
HEALTH		1,623.00	1,623.00
PROJECTS		2,354.00	2,354.00
TOTAL	153,178.00	91,215.00	244,393.00

Expenditure on petrol on a monthly basis ranges between R65.79 to R1205.00. The comrades using that car should try to reduce petrol consumption. It will also be noted that air travel expenses are increasing every month. This may be attributed to the fact that many comrades had to fly a great deal in preparation for the National Conference; but it is hoped that after the conference there will be less flying and therefore less expenditure.

Schedule of Motor Vehicles Allocation to Regions and Departments

Departments

1. Social Welfare

PMY 512 T - Toyota Hi-ace
PMY 519 T - Toyota Corolla
PMY 198 T - Toyota Hi-ace
PKW 836 T - Toyota Corolla; damaged not yet written off

2. Women's League

PDK 850 T - Toyota Corolla
PDN 122 T - Toyota Hi-ace

3. SGO

PDJ 223 T - Toyota Corolla 1,6
PFD 962 - Toyota Corolla 1,6

4. Finance

PDR 335 T - Mazda 626

5. Transport

PDL 046 T - Toyota Corolla

6. Pool cars at head office:

PDK 848 T - Toyota Corolla
PDM 103 T - Toyota Hi-ace
PFJ 300 T - Toyota Corolla
PPF 561 T - VW Jetta
PPK 628 T - VW Jetta
PRW 588 T - Toyota Corolla
PSJ 821 T - Toyota Corolla

7. DIP

PDL 015 T - Toyota Corolla
PNJ 446 T - Toyota Corolla

8. DIA

PMC 504 T - Audi 500
PMD 854 T - VW Jetta
PSS 484 T - BMW

9. Working Group

PDK 944 T - Toyota Corolla

10. TGO

PFD 969 T - Toyota Corolla

11. PRO/NAT

PFD 966 T - Toyota Corolla
PKW 818 T - Toyota Corolla
PKW 829 T - Toyota Corolla
PKW 841 T - Toyota Corolla
NYJ 896 T - Nissan Kombi
PRX 057 - Toyota Corolla

12 Special Projects

PBW 311 T - Toyota Corolla
PRK 534 T - Toyota Corolla

13. National Campaigns Committee

PRY 201 T - Toyota Corolla
PRW 580 T - Toyota Corolla

14. Land Commission

PMK 176 T - Toyota Corolla

15. Building and Technical Unit

PMY 008 T - Toyota Hilux van

16. Department of Economic Policy (DEP)

PMZ 673 T - Toyota Corolla

17. Business Unit

PMR 699 T - Toyota Hiace

18. Repatriation

NYJ 923 T - VW Jetta
MSX 811 T - Toyota Corolla

19. DAC (Arts and Culture)

PNN 357 T - Toyota Corolla

20. DPE (Political Education)

PLN 131 R - Toyota Corolla

21. Chief of Staff

PRB 133 T - Toyota Corolla

22. Education Department

PRW 594 T

23. NPC (National Preparatory Committee)

PSJ 549 T - Toyota Corolla

24. Health

PNC 602 T - Datsun van

25. Post and Delivery

PNM 492 T - Motor Bike

26. Organising

PFD 971 T - Toyota Corolla

27. Department of Economic Policy (DEP)

AAJ 8528 - Toyota Corolla

28. Regions

a. Northern Transvaal

PDV 749 T - Mazda 323

PRK 530 T - N. Transvaal chairperson; Toyota Corolla

PMF 766 T - Toyota Hilux

b. PWV

PDT 032 T - Mazda 323

PRN 542 T - Toyota Corolla

c. Western Transvaal

PFF 713 T - Mazda 323

PNX 329 T - Toyota Corolla

d. Eastern Transvaal

PFF 221 T - Mazda 323

PRX 362 T - Toyota Corolla

e. Border

PFK 506 T - Mazda 323

CD 6168

f. Transkei

PFK 524 T - Mazda 323

XA 2062 T

g. Northern Cape

PFK 514 T - Mazda 323

CC 15630 - Toyota Hilux van

h. Eastern Cape

PFT 646 T - Mazda 323

BD 4298 D - Toyota Corolla

CB 94544 - Audi

i. Western Cape

CA 3408695

CA 3438711

CA 3061924

CA 250515

j. Northern OFS

PFX 515 T - Mazda 323

PNX 921 T - Toyota Corolla

k. Southern OFS

PDV 754 T - Mazda 323

OB 174387 - Nissan LDV

l. Natal Midlands

PFG 507 T - Mazda 323

ND 450537

m. Southern Natal

ND 445825

PDT 031 T - Mazda 323

n. Northern Natal

PFK 503 T - Mazda 323

Report from the Department of Social Welfare

The department of Social Welfare as set up in September 1990 is constituted as follows:

1. Head of Department
2. Administrative Secretary (acting National Co-ordinator)
3. Four social workers
4. Secretary typist
5. Receptionist
6. 3 drivers

When the department started functioning it worked closely with the external Social Welfare Unit in Lusaka to continue with the social welfare services hitherto concentrated on our ANC membership externally. Up to that stage it was not clear what the brief of a Department of Social Welfare of the ANC would be.

The problem was and still is: in the ANC we believe it would be wrong to have a conclusive and final definition of social welfare because it is not possible to have a final definition of human problems which emanate from the legacy of a complex apartheid and unjust system. It is not possible to offer solutions to the many dilemmas which arise but to identify them and possibly strategise.

The Department of Social Welfare in our country arises largely from the destructive effects of apartheid and capitalism. Social welfare refers broadly to social services, social security, social facilities and social policies to promote physical social and emotional well-being in society.

We had to find a functional formula to enable us to operate at ground level. The Department had to be structured in such a way that we categorised our areas of operation to conform with the needs of our specific situation. Our priority of cause was the questions of EXILES and the resultant problems.

The Department started without any facilities and had no resources. The sole criterion of our department of Social Welfare is and always will be human need. All citizens, irrespective of race, gender, religion, political affiliation or

disability should have equal access to human welfare services.

We started our operations by sending a circular to the 14 REC of the ANC, requesting that each appoint a welfare officer from the REC who would in turn get the branches to nominate their own welfare officers, who would form Welfare Committees which are answerable to the REC and in turn to the DSW.

First Category

To understand the functions of this office the DSW so far has dealt with a variety of clientele with different problems invariable each of them requiring resources. To enumerate but a few cases, we deal with:

1. The physically disabled
2. The mentally ill
3. The chronically ill
4. problems of children whose parents have passed away in the course of the struggle
5. problems of our old veterans
6. problems of the unemployed comrades
7. problems of comrades who are homeless
8. cases of comrades who have passed away at home and abroad
9. General.

Second Category

Another category of problems we deal with daily is as follows:

- (a) problems of children whose parents passed away in the course of the struggle.
- (b) problems of old veterans
- (c) problems of the unemployed comrades
- (d) problems facing comrades who are homeless; the leadership from exile faces the same problems, some

having to resort to staying in hotels.

(e) cases of comrades who passed away at home and abroad

(f) comrades who passed away abroad before the unbanning whose families have never been informed

(g) comrades who pass away inside the country as a result of political violence

(h) welfare problems of our comrades, those underground and above, especially their children.

Resources

After a great deal of debate with the Treasurer General and with the Deputy Present DSW was allocated R100 000 (one hundred thousand rand) but we were given R50 000 (fifty thousand rand) for a start, to get off the ground.

We were also given a donation of R250 000 (two hundred and fifty thousand rand) by an artist sympathiser, a performing artist from India. We thus had a total of R300 000 (three hundred thousand rand).

The financial breakdown of our expenditure is as follows:

Money received:

R 50 000 from Treasury

R 250 000 from an artist (donation)

R 300 000 TOTAL

Expenditure:

Petrol: R2 332.00

Stipend Assistance
(groceries, clothing, etc) R2 400.00

Total expenditure R4 732.00

Balance as reflected
in our account: R290 523,21

Enclosed are the following documents for your information:

- Bank Statements
- All invoices
- Cheque counterfoils
- Donations received reflected on bank account
- source of income
- All used cheques

The following used cheque numbers are not obtainable from the bank yet:

nos: 19, 25, 27, 34, 35

On adding the available cheques we arrive at the figure: R44 078.30, without the outstanding cheques which will be reflected in the June statements as stated above.

Report of the Information Systems Unit

January - June 1991

The Information Systems Department of the ANC is responsible for both office automation and general computerisation and telecomputing for the sub-regions, regions, and the head office of the African National Congress.

The Information Systems Department is also researching the information technology strategy and telecommunications policy of the country as a whole.

The ISD began functioning as a department in January 1991. Before that time, a computer committee was responsible for computers at the head office; the computer committee was composed of enthusiasts within the ANC.

Hardware: During the period January to June, 1991, 43 computers were purchased.

- 14 were distributed to all regions
- 16 are used for in-house training (see training)
- 12 will be distributed within head office departments.

Data Communication: We have furnished all regions with modems; they are expected to communicate with head office through computers. All regional representatives were trained in the head office. Since this is a new application, only two regions have so far managed to establish contact through modems. We expect other regions to develop as time goes on.

Software: A number of packages are presently running in our network: eg. word processing, salary, membership and accounting telephone management packages. We have to introduce more packages, such as personnel management packages.

ANC membership application: 30% of our national membership has been computerised, and we expect to finish all the backlog before the end of the year. A new membership form needs to be designed for January 1992.

Networking: Presently only the finance department is

networked (arcnet). We hope to network other departments since we all occupy the same building. But network training needs to run parallel to the networking process.

Training: An in-house training programme is running at the moment. We managed to train personnel from all the regional offices. Presently 16 head office staff are training in word processing, and PC computers. ISD will run continuous computer courses to ensure that ANC staff and administrators can efficiently fulfil their work.

Proposal for the study for a country-wide information network

Introduction: It is urgent, crucial and important for the ANC to conduct a study which would identify and formulate the requirements for a country wide information network.

Examples are drawn from SWAPO and the Namibian elections, from Nicaragua, Haiti, and other countries.

Objectives: The objectives and responsibilities of the African National Congress in this area can be summed up as follows:

- a) to organise and inform our constituency throughout the country and abroad.
- b) to obtain the support of the rural communities by information and education via a country-wide information network.
- c) to organise an effective election campaign utilising all available resources, including modern telecommunications technology; and to control and monitor electoral proceedings as well as election results.
- d) to implement and utilise the communications and information infrastructure to serve the communities of a

Report of the Information Systems Department

new democratic and non-racial South Africa.

Overview: The ANC is on the threshold of a major elections campaign. Its supporters and potential supporters are widespread, and many live in the rural areas. A low percentage have access to modern communication facilities. In order to prepare for the campaign, the ANC has to build a communications network to support its campaign organisation. This has to be done in very little time, as we believe that elections may be called within a relatively short period, possibly +/- two years.

The ANC has 14 regions with an average of four sub-

regions in each. The sub-regions organise areas ranging from urban environments served by the telephone network to remote rural areas without telephones, electricity and possibly not even television reception.

Communication would be mainly text and voice messages, but there is need for graphic material to be transmitted also. In all modern electoral campaigns, data base and statistics also play a vital role. We believe it will be necessary for the movement to consider data communication as well in order to collect, analyse and distribute information.