What this picture paints for the ANCâ\200\231s municipal election strategy is the following:

.

. That the ANC must ensure these territorial bases are not

consolidated into municipal victories;

Â«- That the ANC cannot allow the present weaknesses existing at a municipal level to inhibit the consolidation of our national and provincial victories;

- That, given that almost half the councillors which will be elected

will be voted for as ward candidates, selecting the right candidates becomes a priority area for the deployment committee.

MEETING WITH PROVINClAL SECRETARIES
A meeting between Cde. Sydney Mufamedi, theSG and Provincial Secretaries was held on Friday 9 July 1999 in order to brief them on the broad local government environment and areas in which the ANC will need to organise itself over the next fifteen months.

.

The meeting agreed that the NWC would need to establish a mechanism which would drive the programme of action as outlined below.

PROGRAMME OF ACTtON

The ANCâ\200\231s programme of action from now â\200\235until the November 2000 elections will have to deal with each of the following areas:

0 ANC Policy: Important resolutions were taken at the Mafeking Conference, including that municipalities must be rationalised and in the case of metropolitan areas unicities created. Important decisions will have to be made in each of these areas over the next year.

. Demarcation: The Municipal Demarcation Board is the

national body charged with the reSponsibility of demarcating South Africa as a whole. The decisions taken will have far reaching implications not just for the development of local government, but as more and more implementation is done locally, these structures will have to coordinate that development. li is imperative that as an ANC there is a national

1. Phasing of the campaign and Organisational work programme

2. Research

3. Structures and capacity
4. Selection of candidates

2.0

Phasing of the campaign and organisational work programme

The campaign phase should be for only about 6 months and can only be embarked on once demarcations are complete and candidates are in place.

The following phases and tasks are suggested:

Phasel: July â\200\224 Dec 1999: Build the ANC and increase councilor contact with community

a)

b)

C)
d)
e)

f)

g)

h)

j)

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Analyse the 1999 election results per municipality to determine in which the ANC structures under performed and in which areas we face a potential threat from the opposition.
Develop coherent organisational strategies to tackle problematic areas.
Consolidate new support and try to convert into members.
Strengthen and rebuild branches - hold AGMs during this phase
Support and empower branches to maintain a dynamic contact with our constituency.
Strengthen the links between branches, councilors and constituency ofï¬\201ces.
Carry out local audits on development and delivery as well as on main problems.
Do a provincially led audit of the performance of ANC controlled councils as well as individual councilors.
Try to change public perception of performance of councils through listening forums and improved information to and contact with communities.
Ensure coordinated responses and proper follow up to issues and problems around delivery that are raised by communities.

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REGISTRATION:

in South Africa as a whole, it appears that many eligible voters did not register. ln fact, compared with the municipal elections of 1995/1996 only some 572000 extra voters registered, which represents an increase of only 3%.

in Eastern Cape, KwaZulu-Natal and Western Cape, fewer people registered for the national elections in 1999 than for the local elections in 1995/1996.

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Given that municipal elections are usually not taken as seriously,
the generally poor registration must be considered, from the ANCâ\200\230S
perspective, both a strength and a weakness. As a strength, it is
clear that the ANC registered its voters better than other parties.
However, this can also become a weakness because with local
elections 3 year away, opposition parties will focus on getting out
and registering those opposition voters who are not on the national
voters roll.
councillors, this could seriously affect the ANCâ\200\231s chances in 1999.

lf coupled with subjective weaknesses of ANC

There is therefore a real need to ensure the ANC continues to
register all of its possible voters and this must be seen as an
ongoing campaign.

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PROPOSED MECHANiSM TO DRIVE THE ANCâ\200\231S

PROGRAMME OF ACTION

Given the impedance of ensuring broad political control of the
various areas, it is suggested that the NWC establish:

0 A Broad Forum to ensure the ANCâ\200\231s approach isâ\200\231 given

political content. This Broad Forum must include at least the
following: National (86, Ode. Sydney Mufamadi, NWC
members, representation from National Elections, Deployment
and Govemanoe committees, Cde. Collin Matjila), Provincial
(Premiers/Premier candidates, MEC of Local Government,
Provincial Secretaries). The Broad Forum would meet every 2-
3 months although an initial one-day workshop (including as
many NWC members as possible) should be held before the
end of July 1999 to give content to the areas of the programe
of action as outlined above.

9 A Management Forum â\200\224 including the SG, Cde. Sydney,
relevant national personnel and a person nominated by the
Provincial Premier (or Premier candidate). This Management
Forum would meet at least on a monthly basis to review the
programme and formulate ANC perspectives on the areas
outlined abova

Phase 1:

July â\200\224 Dec 1999
Build the ANC and increase councilor contact with
community

Phase 2:

January â\200\224 June 2000
Prepare the ground for campaign

Phase 3:

July 2000â\200\224 Elections
Elections campaign

We must also during the ï¬\201rst phase work towards the following:â\200\224

a) Research to prepare the ground for development an election strategy

by early 2000.

b) Setting up Campaign structures by early 2000
0) Agree on the Candidates selection process.

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document is adopted.

This section to be elaborated once the â\200\231Acce/erating changeâ\200\231

a)
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Strengthening local government
Set up coherent co-ordination for local government at national
and provincial levels, to ensure coherent vision
Greater support for local tier of government by ANC, including
capacity building and training;
Prioritise local government in our deployment strategy;
Ex-officio status for local government on NEC and PECâ\200\231s;
Restructure ANC zonal and regional structures in line with new
boundaï¬\201es.
Participatory local processes;
process., local partnerships
Producing integrated local development plans and driving local
economic development.
Preparations for Local government elections

councilior report backs, budget

Housing
Mobilisation and capacity building around the National Presidential
Lead project on housing.

Education and Training
Consolidate the Education Alliance structures;
Mobilise communities and sectors through the COLTS campaign;
and

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Natiouai Executive Committee, 30-31 July 1999. Volume 2: Programme of Action

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CONCLUSION If we agree on these broad programme areas, then the diï¬\202erent NEC subcommittees, the provinces and Leagues need to elaborate concrete programmes based on these areas.

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REGISTRATION:

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Free State: '"
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KwaZulu~Natai
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and registering those Opposition voters who are not on the national
voters roll.
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if coupled with subjective weaknesses of ANC

There is therefore a real need to ensure the ANC continues to
register all of its possible voters and this must be seen as an
ongoing campaign.

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k) Develop effective communication strategies at different levels of

government to build on the campaign themes of speeding up
change through partnerships.

1) Continue communicating government achievements, plans and

new initiatives as vigorously as is done during an election
campaign.

m) Ensure that the building of practical partnerships for delivery

becomes part of our work at all levels.

n) Monitor and participate in the demarcations process â\200\224 an urgent
meeting should be convened by the SG to ensure that provincial
political leadership are thoroughly briefed process.

0) Conduct polling research in preparation for strategy workshop in

next phase.

Phase 2: January - June 2000: Prepare the ground for campaign

a) Hold the ï¬\201rst election strategy workshop in February 2000 to

outline the way forward.

b) Restructure ANC sub-regions/zones to correspond with the new

local council outer boundaries as soon as these are demarcated so
that coherent structures can be set up that will ultimately hold
local government accountable.

c) Set up national and provincial election structures by March 2000.
(1) Develop campaign plans and budgets
e) Set up local election structures for each council area by setting up

sub-regional/zonal election teams.

D Conduct a national training program for all election structures
g) Increase ANC and councilor proï¬\201le at local level through

listening forums around issues like the 2000/2001 local council
budget priorities

h) Implement candidate selection in June with strong participation

from deployment committees to ensure that performance is taken
into account.

i) Train candidates

Phase 3: July - elections: Elections campaign

a) Implement communication and media strategies and organisational

campaign plan.

National Executive Committee, 30-31 July 1999. Volume 2: Programme of Action

12-87-1999

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RESULTS:

The overall election results, broken down by types of municipalities, reads as follows:

Parties

Transitional Transitional!

Transitional
Rural Remaining Local Councils

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m Areas
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81031
20080
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937087
104361
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238575
20088
152889
_ 147480
3382091 2128844

Transitional Total VotÃ©E'
Metropolitan
Councils
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218874
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91881
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87597Â§|
4497229 188390631

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_. 521090
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ANC
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NNP
UDM
OTHER
TOTAL

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Looking at the performance of parties, we must note particularly
that the ANCâ\200\231s opposition has clearly definable territorial bases:

. Democratic Party: it is clear from this table that the DP has

extended its base from Metropolitan councils into most TLCs in
the country. While they only beat the ANC in the Centurion
MLC, they. have consolidated their position as the major urban
opposition to the ANC. Indeed, their base is also
geographioaily concentrated within each urban centre, having
pretty much taken all central urban areas (former towns, CBDs,
suburbs) throughout the country.

. United Democratic Movement: It is clear they have a fairly

solid base around Umtata. in fact, they beat the ANC in Umteta
TLC. Xhora TRC, Umtata Rural TRC and Mqanduli TRC.
. New National Party: While they have slipped signiï¬\201cantly and
lost ground to the DP at a national level, they are still the ANC's
biggest challenge in the metmpolitan area of Cape Town.
However, what is also significant is that the DP has eaten into
this base winning many voting stations in central areas.

11 United Christian Democratic Party: The UCDP got a moral
victory in Mateking where they beat the ANC. While they did
not beat the ANC in other areas, they had a fairty strong
showing in rural areas of Central, Bophirima and Rustenburg
District Councils.

LOCAL GOVERNMENT ELECTIONS

1.0

Context

Local elections will take place some time between end-October 2000 and end- January 2001. The complicated demarcation process has to be completed in the next year to prepare for local elections. Present timeframes for demarcation are to complete outer boundaries of new local councils by January 2000 and ward boundaries by the end of May 2000.

Our research clearly shows that local government is the sphere of government where our performance is judged most harshly by our voters. Councilors are seen as being out of touch. There is little
awareness of the role and functions of local government as well as the achievements in terms of delivery.

We have also experienced many problems with relationships between our constitutional
In many areas
relationships have broken down.

structures and our eouneilors.

A further complicationd is the fact that there are no ANC constitutional structures that correspond with local government boundaries and that this makes accountability difï¬\201cult to enforce and leads to a lack of coordination in terms of a coherent ANC approach to development in a speciï¬\201c area. This can only be addressed once new demarcations are in place.

At the end of the national election campaign we are in a favourable position in terms of voter contact and motivation. It is essential that the momentum built up during the campaign is not lost and that the ANCâ\200\231s communication strategy and
work on the ground consolidates the
support we mobilised and builds on the main themes we communicated.

A key strategy would be to maintain a high level of contact between voters and ANC leaders in government and branches.

Recommendations for our local election campaign are summarised below in the following sections:

6

’ Stengthen

the

School

Governance

structures

and

ensure

participation of our branches.

(1) Youth Development and Children’s Rights
’ Support and promote government and the initiatives of the Youth

League and National Youth Commission in this area;

’ Promote the rights of children, society’s responsibilities, with

special focus on no-toierance of violence and abuse of children.

e) Aids and Health
’ Mobilisation of our structures, communities, sectors and broader

society in the national campaign against AIDS;
Mobilisation around the concept of a Patient’s charter.

’

f) Crime and corruption
’ Escalate program to transform the security forces, getting rid of

corruption in the SAPS, implementation of the National Crime
Prevention strategy, involvement of communities in CPF’s;

’ Strengthen institutions and mechanisms to deal with corruption,
effective communication strategy, changing public service ethos,
and role of communities.

’ Mobilizing our structures and communities to participate in the

fight against corruption.

’ Ensure that we also fight corruption in the private sector and

promote legislation to deal with syndicates and gangs.

9) Gender Equality
’ Promote the economic empowerment, social development and

equality of women in all spheres of society;

’ Educate members and raise the general consciousness in society

around gender issues;

’ Focus on the issue of violence against women and take a stand in

the movement on gender—based violence in the movement;
’ Stenghten the Women’s League and the ensure the proper

functioning of the ANC Gender Committee.

â\200\231 Implementing the programme outlined in our 50th Conference resolution including party to party and inter-govemment reiations, taking forward the African renaisance, strenghtening co-operation in Southern Africa, building South-South solidarity and working towards a just world order.

â\200\231

Facilitate
transformation, development and nation building.

participation

peopleâ\200\231s

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empowerment

in

2. Strengthen the hold of the democratic forces on state

transform the state machinery to serve the cause of social change;

power and

3.Pursue economic growth, development and redistribution

way as to improve the peopleâ\200\231s quality of life; and

in such a

4. Work with progressive forces throughout the world to promote and
defend our transformation, advance Africaâ\200\231s renaissance and build a
new world order.

Programmatic Priorities for 1999/2000

1. Organisational priorities

2. Governance

3. Campaigns

4. International

1 . BUILDING THE ANC

Political education and induction of Executives.
Programmatic interaction between national and provincial leaders
and grassroots structures

â\200\231 Strengthening branches, more socio-economic orientated
approach, empowering membership and the democratic
functioning of branches; induction for new members;
Implementing and monitoring our deployment strategy;
Induction of, effective interaction and clear lines of accountability
between ANC structures and elected representatives.
Preparations for January 8, 2000
Strengthening the Leagues; and

â\200\231 Prepare for the National General Council during the first semester

of 2000.

2. STRENGTHEN THE ALLIANCE AND MDM.

â\200\231 Implementation and monitoring of programs agreed on at the

Alliance summit

â\200\231 Functioning alliance structures at all levels;

National Executive Committee, 30-31 July 1999. Volume 2: Programme of Action

Introduction

The National
Executive Committee in December 1998 adopted a
Programme of Action, outlining the key programme areas for the
movement, with our main focus on the Election Campaign during the first
semester.

The resounding victory of June 2, was a vote of confidence in the
movement for the foundations we have laid during the first five years of
democratic rule. We achieved this victory because of our message, our
vision and our campaign methods that emphasized personal contact with
voters.

The overwhelming mandate and the heightened mobilization during our
campaign provide us with an opportunity to consolidate and ensure that
we implement the pillars of our Elections Manifesto:-

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Accelerating change;
Partnerships with the people;
Building a new patriotism; and
Working for a better Africa and world.

Within this context we will have to look at preparations for the Local
Government Elections. This then forms the backdrop of our Programme of
Action for the next 18 months.

Key Objectives

1. Build and strengthen the ANC as a movement that organises and leads

people in the task of social transformation and ensuring :-

â\200\231 Building partnerships and national consensus around the key

problems facing the country;
A decisive victory in the local elections;
The mobilisation and organisation of different components of the
motive forces;
Strengthening the Alliance and MDM
Extend participatory democracy and further promote equaiity;

â\200\231 influence and engage with broader society around our agenda of

transformation.

National Executive Committee, 30- 31 July 1999. V03.1mm 2'. Programme of Actitm

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Extended Page

approach and not a form of federalism where each province
does its own thing.

. Government: Legislation will have to be passed at a provincial

level describing the types of municipality which can be
established in each province. This matter is presently being
challenged in the Constitutional Court. Once ï¬\201nalised, each new
municipality will have to be established through proclamations.
Again, as these proclamations will have widespread
implications. there must be national oversight by the relevant
ANC structures.

The following table outlines some of the key areas in which the
NWC, NEC, PECs end all other structures of the movement will
have to be engaged over the next eighteen months. For NWC it
should be read whatever is the appropriate structure from the
ANCâ\200\231s perspective. For Minister, we must recognise that in many
cases the Minister has to consult particular structures such as
SALGA, Demarcation Board, MECs, Houses of Traditional
Leaders.

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ANC Policy

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the Mlnlstan what is the process of
consultation, how is the decision made, etc.

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identify, and then prepare required
legislation. for possible Cross Boundary
Municbai Areas ~â\200\224 Thie must be den: over
the next few weeks: what is the process of
consultation, how is the decision made. etc;

Determine 98 Metmpolilen and District

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boundaries -- there mum be a national
approach to this nemewom as a lot of
provincial vested Interests come in Again,
how is this to be done

Policy

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whole set of issues to deal wlth: (a) the
question ofamaigamating small TLCswhh
rural councils, (b) the question of
municipalities and tribal authority areas. (6)
the question of bomdaries to provide
effective service provision and not simply
boundaries to suit political purposes, etc.
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Management Area boundaries - these are
areas where there wilt be no lo cal
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b) Start running the election machinery that involves all

constitutional structures and suspend most other organisational work.

c) Deploy MPs and MPLs as well as national provincial leaders to

11

local election teams.

3.0

Research

The following research needs to be done as soon as possible to prepare the ground for developing an election strategy by early 2000:
a) An overview of the changes in laws and policies that will impact

our demarcations and local government structures in power.

b) The GIS system needs to be updated with the new demography of district and local councils as well as the results of the 1999 elections per municipal area.

0) Ongoing tracking of research surveys that measure voter attitudes

and perceptions.

d) ANC polling to inform campaign message and strategy
e) Coordination and interpretation of local level delivery audits to

inform organisational strategy to deal with problems.

f) Focus groups should be held in areas where the ANC lost support

(e.g. Umtata and Maï¬\201keng)

g) Long term research capacity should be built in the provinces to enable us to deal with delivery audits and to more effectively use and interpret national research results at provincial level.

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Natinnal Executive Committee, 30-31 July 19.99. Veiume 2: Progrzmime of Action

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LOCAL GOVERNMENT PROGRAMME OF

ACTION 1999-2000

REPORT TO NATIONAL WORKING COMMITTEE

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12 July 1999

EXISTING SITUATION:

The country is presentiy divided into the following municipalities:

. 6 metropolitan areas which have collectivety 24 metropolitan

substructures;

. 42 District/Regionai/Services Councils which collectiveiy have

some 777 Transitional Local Councizs, Transitional Rural
Councils, Transitional Representative Councils or municipalities
which did not have elections (such as Groblersdal).

in rural parts of KwaZulu-Natal and much of Northâ\200\224West province
there are no local municipatities.

Preliminary work of the Municipal Demarcation Board suggests
there may be around 60 Metropolitan Counciis/District Councils,
but the number of local councils will be significantly rationalised.

TARGET DATE FOR ELECTIONS:

In terms of the constitution, municipal elections must be held within
90 days of 1 November 2000.

STRENGTHS AND WEAKNE$SESz

An analysis of the results of Elections 99 is instructive in indicating
strengths, weaknesses, opportunities and threats facing the ANC
as it organises for the municipal elections in November 2000.

AFRICAN NATIONAL CONGRESS

National Executive Committee
30-31 July and 1 August 1999

Cedar Park, WOODMEAD

VOLUME 4

Table of Contents

' Engaging all sectors of the MDM in elections and our broad

programme for transformation.

3 . COMMUNICATIONS

â\200\231 Strengthen our internal communications mechanisms and our

public relations capacity;

â\200\231 Transforming and engaging with the communications environment

in the country.

Key programmes as agreed on in our â\200\231Acce/erating changeâ\200\231 document, once adopted by the NEC.

1. LOCAL GOVERNMENT ELECTIONS

Context

Local elections will take place some time between November 2000 and January 2001. The complicated demarcation process has to be completed in the next year to prepare for local elections. Our research clearly shows that local government is the sphere of government where our performance is judged most harshly by our voters. Councilors are seen as being out of touch. There is little awareness of the role and functions of local government as well as the achievements in terms of delivery.

At the end of the national election campaign we are in a favourable position in terms of voter contact and motivation. It is essential that the momentum built up during the campaign is not lost and that the ANCâ\200\231s communication strategy and work on the ground consolidates the support we mobilised and builds on the main themes we communicated.

Phasing 0f the campaign and organisational work programme

The campaign phase should be for only about 6 months and can only be embarked on once demarcations are complete and candidates are in place.

The following phases and tasks are suggested:

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intervention is well coordinated and complimented by as consultative a
democratic process as possible.

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In the previous local elections ward candidates were selected through a
popular democratic process where branches and MDM structures
elected one candidate for their ward. In some areas community mass
meetings were used for candidate selection. The fact that there were
around 6000 ward selection meetings held in the country severely
limited the extent to which provincial and regional leadership could
guide and monitor the process. PR candidates were selected at a list
conference convened in each municipal area where all the ANC and
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discussions the following is proposed:

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ANC should not allow anyone who has not performed to re-stand
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b) Ward selections should take place before the PR list conference so
that balance of expertise and representation can be effected
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c) The PR list conference should be managed and guided by senior
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d) The nominations process for the PR list should be as participatory
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e) The list committee should consult constitutional structures in the

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f) The process followed at the list conference should be similar to
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National Executive Committee, 30-31 July 1999. Volume 2: Programme of Action

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National Executive Committee, 30-31 July 1999. Volume 2: ngrazâ\200\230ume 01' Action

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LOCAL GOVERNMENT PROGRAMME OF

ACTION 1999-2000

REPORT TO NATIONAL WORKING COMMITTEE

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12 July 1999

EXISTING SITUATION:

The country is presentiy divided into the following municipalities:

. 6 metropolitan areas which have collectivety 24 metropolitan

substructures;

. 42 District/Regionai/Services Councils which collectiveiy have

some 777 Transitional Local Councizs, Transitional Rural
Councils, Transitional Representative Councils or municipalities
which did not have elections (such as Groblersdal).

in rural parts of KwaZulu-Natal and much of Northâ\200\224West province
there are no local municipatities.

Preliminary work of the Municipal Demarcation Board suggests
there may be around 60 Metropolitan Counciis/District Councils,
but the number of local councils will be significantly rationalised.

TARGET DATE FOR ELECTIONS:

In terms of the constitution, municipal elections must be held within
90 days of 1 November 2000.

STRENGTHS AND WEAKNE$SESz

An analysis of the results of Elections 99 is instructive in indicating
strengths, weaknesses, opportunities and threats facing the ANC
as it organises for the municipal elections in November 2000.

b) Start running the election machinery that involves all

constitutional structures and suspend most other organisational
work.

c) Deploy MPs and MPLs as well as national provincial leaders to

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local election teams.

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Research

The following research needs to be done as soon as possible to
prepare the ground for developing an election strategy by early 2000:
a) An overview of the changes in laws and policies that will impact

our demarcations and local government structures in power.

b) The GIS system needs to be updated with the new demography of
district and local councils as well as the results of the 1999
elections per municipal area.

0) Ongoing tracking of research surveys that measure voter attitudes

and perceptions.

d) ANC polling to inform campaign message and strategy
e) Coordination and interpretation of local level delivery audits to

inform organisational strategy to deal with problems.

f) Focus groups should be held in areas where the ANC lost support

(e.g. Umtata and Maï¬\201keng)

g) Long term research capacity should be built in the provinces to
enable us to deal with delivery audits and to more effectively use
and interpret national research results at provincial level.

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Extended Page

approach and not a form of federalism where each province
does its own thing.

. Government: Legislation will have to be passed at a provincial

level describing the types of municipality which can be
established in each province. This matter is presently being
challenged in the Constitutional Court. Once ï¬\201nalised, each new
municipality will have to be established through proclamations.
Again, as these proclamations will have widespread
implications. there must be national oversight by the relevant
ANC structures.

The following table outlines some of the key areas in which the
NWC, NEC, PECs end all other structures of the movement will
have to be engaged over the next eighteen months. For NWC it
should be read whatever is the appropriate structure from the
ANCâ\200\231s perspective. For Minister, we must recognise that in many
cases the Minister has to consult particular structures such as
SALGA, Demarcation Board, MECs, Houses of Traditional
Leaders.

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Introduction

The National
Executive Committee in December 1998 adopted a
Programme of Action, outlining the key programme areas for the
movement, with our main focus on the Election Campaign during the first
semester.

The resounding victory of June 2, was a vote of confidence in the
movement for the foundations we have laid during the first five years of
democratic rule. We achieved this victory because of our message, our
vision and our campaign methods that emphasized personal contact with
voters.

The overwhelming mandate and the heightened mobilization during our
campaign provide us with an opportunity to consolidate and ensure that
we implement the pillars of our Elections Manifesto:-

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Accelerating change;
Partnerships with the people;
Building a new patriotism; and
Working for a better Africa and world.

Within this context we will have to look at preparations for the Local
Government Elections. This then forms the backdrop of our Programme of
Action for the next 18 months.

Key Objectives

1. Build and strengthen the ANC as a movement that organises and leads

people in the task of social transformation and ensuring :-

â\200\231 Building partnerships and national consensus around the key

problems facing the country;
A decisive victory in the local elections;
The mobilisation and organisation of different components of the
motive forces;
Strengthening the Alliance and MDM
Extend participatory democracy and further promote equaiity;

â\200\231 influence and engage with broader society around our agenda of

transformation.

National Executive Committee, 30- 31 July 1999. V03.1mm 2'. Programme of Actitm

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Facilitate
transformation, development and nation building.

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2. Strengthen the hold of the democratic forces on state

transform the state machinery to serve the cause of social change;

power and

3.Pursue economic growth, development and redistribution

way as to improve the peopleâ\200\231s quality of life; and

in such a

4. Work with progressive forces throughout the world to promote and
defend our transformation, advance Africaâ\200\231s renaissance and build a
new world order.

Programmatic Priorities for 1999/2000

1. Organisational priorities

2. Governance

3. Campaigns

4. International

1 . BUILDING THE ANC

Political education and induction of Executives.
Programmatic interaction between national and provincial leaders
and grassroots structures

â\200\231 Strengthening branches, more socio-economic orientated
approach, empowering membership and the democratic
functioning of branches; induction for new members;
Implementing and monitoring our deployment strategy;
Induction of, effective interaction and clear lines of accountability
between ANC structures and elected representatives.
Preparations for January 8, 2000
Strengthening the Leagues; and

â\200\231 Prepare for the National General Council during the first semester

of 2000.

2. STRENGTHEN THE ALLIANCE AND MDM.

â\200\231 Implementation and monitoring of programs agreed on at the

Alliance summit

â\200\231 Functioning alliance structures at all levels;

National Executive Committee, 30-31 July 1999. Volume 2: Programme of Action

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National Executive Committee, 30-31 July 1999. Volume 2: ngrazâ\200\230ume 01' Action

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f) The process followed at the list conference should be similar to the process we adopted for the ANCâ\200\231s national list conference in 1999.

National Executive Committee, 30-31 July 1999. Volume 2: Programme of Action

' Engaging all sectors of the MDM in elections and our broad

programme for transformation.

3 . COMMUNICATIONS

â\200\231 Strengthen our internal communications mechanisms and our

public relations capacity;

â\200\231 Transforming and engaging with the communications environment

in the country.

Key programmes as agreed on in our â\200\231Acce/erating changeâ\200\231 document, once adopted by the NEC.

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Context

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AFRICAN NATIONAL CONGRESS

National Executive Committee
30-31 July and 1 August 1999

Cedar Park, WOODMEAD

VOLUME 4

Table of Contents

CONCLUSION If we agree on these broad programme areas, then the diï¬\202erent NEC subcommittees, the provinces and Leagues need to elaborate concrete programmes based on these areas.

Cedar Park, Woodmead, 30-31 July 1999

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DRAFT PROGRAMME OF ACTION
LOCAL GOVERNMENT ELECTIONS

Phase 1:

July â\200\224 Dec 1999
Build the ANC and increase councilor contact with
community

Phase 2:

January â\200\224 June 2000
Prepare the ground for campaign

Phase 3:

July 2000â\200\224 Elections
Elections campaign

We must also during the ï¬\201rst phase work towards the following:â\200\224

a) Research to prepare the ground for development an election strategy

by early 2000.

b) Setting up Campaign structures by early 2000
0) Agree on the Candidates selection process.

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document is adopted.

This section to be elaborated once the â\200\231Acce/erating changeâ\200\231

a)
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Strengthening local government
Set up coherent co-ordination for local government at national
and provincial levels, to ensure coherent vision
Greater support for local tier of government by ANC, including
capacity building and training;
Prioritise local government in our deployment strategy;
Ex-officio status for local government on NEC and PECâ\200\231s;
Restructure ANC zonal and regional structures in line with new
boundaï¬\201es.
Participatory local processes;
process., local partnerships
Producing integrated local development plans and driving local
economic development.
Preparations for Local government elections

councilior report backs, budget

Housing
Mobilisation and capacity building around the National Presidential
Lead project on housing.

Education and Training
Consolidate the Education Alliance structures;
Mobilise communities and sectors through the COLTS campaign;
and

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Natiouai Executive Committee, 30-31 July 1999. Volume 2: Programme of Action

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PROPOSED MECHANISM TO DRIVE THE ANCâ\200\231S

PROGRAMME OF ACTION

Given the impedance of ensuring broad political control of the
various areas, it is suggested that the NWC establish:

. A Broad Forum to ensure the ANCâ\200\231s approach is given

potitical content. This Broad Forum must include at least the
following: National (SG, Ode. Sydney Mufamadi, NWC
members, representation from National Elections, Deployment
and Govemanoe committees, Cde. Catlin Matjila}, Provincial
(Premiers/Premier candidates, MEC of Loca! Government,
Provincial Secretaries). The Broad Forum would meet every 2-
3 months although an initial one-day workshop (including as
many NWC members as possible)shou1d be held before the
end of duty 1999 to give content to the areas of the programme
of action as outtined above.

o A Management Forum â\200\224 including the SG, Cde. Sydney,

relevant nationat personnel and a person nominated by the
Provincial Premier (or Premier candidate). This Management
Forum would meet at least on a monthly basis to review the
programme and formulate ANC perspectives on the areas
outlined above˜

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REGISTRATION:

in South Africa as a whole, it appears that many eligible voters did
not register. ln fact, compared with the municipal elections of
1995/1996 only some 572000 extra voters registered, which
represents an increase of only 3%.

in Eastern Cape, KwaZulu-Natal and Western Cape, fewer people
registered for the national elections in 1999 than for the local
elections in 1995/1996.

Registration
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Registration

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Given that municipal elections are usually not taken as seriously,
the generally poor registration must be considered, from the ANCâ\200\230S
perspective, both a strength and a weakness. As a strength, it is
clear that the ANC registered its voters better than other parties.
However, this can also become a weakness because with local
elections 3 year away, opposition parties will focus on getting out
and registering those opposition voters who are not on the national
voters roll.
councillors, this could seriously affect the ANCâ\200\231s chances in 1999.

lf coupled with subjective weaknesses of ANC

There is therefore a real need to ensure the ANC continues to
register all of its possible voters and this must be seen as an
ongoing campaign.

1. Phasing of the campaign and Organisational work programme

2. Research

3. Structures and capacity
4. Selection of candidates

2.0

Phasing of the campaign and organisational work programme

The campaign phase should be for only about 6 months and can only be embarked on once demarcations are complete and candidates are in place.

The following phases and tasks are suggested:

Phasel: July â\200\224 Dec 1999: Build the ANC and increase councilor contact with community

a)

b)

C)
d)
e)

f)

g)

h)

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Analyse the 1999 election results per municipality to determine in which the ANC structures under performed and in which areas we face a potential threat from the opposition.
Develop coherent organisational strategies to tackle problematic areas.
Consolidate new support and try to convert into members.
Strengthen and rebuild branches - hold AGMs during this phase
Support and empower branches to maintain a dynamic contact with our constituency.
Strengthen the links between branches, councilors and constituency ofï¬\201ces.
Carry out local audits on development and delivery as well as on main problems.
Do a provincially led audit of the performance of ANC controlled councils as well as individual councilors.
Try to change public perception of performance of councils through listening forums and improved information to and contact with communities.
Ensure coordinated responses and proper follow up to issues and problems around delivery that are raised by communities.

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What this picture paints for the ANCâ\200\231s municipal election strategy
is the following:

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. That the ANC must ensure these territorial bases are not

consolidated into municipal victories;

. That the ANC cannot allow the present weaknesses existing at
a municipal level to inhibit the consolidation of our national and
provincial victories;
That, given that almost half the councillors which will be elected
will be voted for as ward candidates, selecting the right
candidates becomes a priority area for the deployment
committee.

–

MEETtNG WITH PROVINCIAL SECRETARIES

A meeting between Cde. Sydney Mufamadi, theSG and
Provincial Secretaries was held on Friday 9 July 1999 in order to
brief them on the broad local government environment and areas
in which the ANC will need to organise itself over the next fifteen
months.

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The meeting agreed that the NWC would need to establish a
mechanism which would drive the programme of action as outlined
below.

PROGRAMME OF ACTION

The ANCâ\200\231s programme of action from nowï¬\202until the November
2000 elections will have to deal with each of the following areas:

0 ANC Policy: Important resolutions were taken at the Mafeking
Conference, including that municipalities must be rationalised
and in the case of metropolitan areas unicities created.
Important decisions will have to be made in each of these areas
over the next year.

. Demarcation: The Municipal Demarcation Board is the

national body charged with the responsibility of demarcating
South Africa as a whole. The decisions taken will have far
reaching implications not just for the development of local
government, but as more and more implementation is done
locally, these structures will have to coordinate that
development. it is imperative that as an ANC there is a national

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Governance

structures

and

ensure

participation of our branches.

(1) Youth Development and Children's Rights
' Support and promote government and the initiatives of the Youth

League and National Youth Commission in this area;

' Promote the rights of children, society's responsibilities, with

special focus on no-toierance of violence and abuse of children.

e) Aids and Health
' Mobilisation of our structures, communities, sectors and broader

society in the national campaign against AIDS;
Mobilisation around the concept of a Patient's charter.

'

f) Crime and corruption
' Escalate program to transform the security forces, getting rid of

corruption in the SAPS, implementation of the National Crime
Prevention strategy, involvement of communities in CPF's;

' Strengthen institutions and mechanisms to deal with corruption,
effective communication strategy, changing public service ethos,
and role of communities.

' Mobilizing our structures and communities to participate in the

fight against corruption.

' Ensure that we also fight corruption in the private sector and

promote legislation to deal with syndicates and gangs.

9) Gender Equality
' Promote the economic empowerment, social development and

equality of women in all spheres of society;

' Educate members and raise the general consciousness in society

around gender issues;

' Focus on the issue of violence against women and take a stand in

the movement on gender—based violence in the movement;
' Stenghten the Women's League and the ensure the proper

functioning of the ANC Gender Committee.

â\200\231 Implementing the programme outlined in our 50th Conference resolution including party to party and inter-govemment reiations, taking forward the African renaisance, strenghtening co-operation in Southern Africa, building South-South solidarity and working towards a just world order.

LOCAL GOVERNMENT ELECTIONS

1.0

Context

Local elections will take place some time between end-October 2000
and end- January 2001. The complicated demarcation process has to be
completed in the next year to prepare for local elections. Present
timeframes for demarcation are to complete outer boundaries of new
local councils by January 2000 and ward boundaries by the end of May
2000.

Our research clearly shows that local government is the sphere of
government where our performance is judged most harshly by our
voters. Councilors are seen as being out of touch. There is
little
awareness of the role and functions of local government as well as the
achievements in terms of delivery.

We have also experienced many problems with relationships between
our constitutional
In many areas
relationships have broken down.

structures and our eouneilors.

A further complicationd is the fact that there are no ANC constitutional
structures that correspond with local government boundaries and that
this makes accountability difï¬\201cult to enforce and leads to a lack of
coordination in terms of a coherent ANC approach to development in a
speciï¬\201c area. This can only be addressed once new demarcations are in
place.

At the end of the national election campaign we are in a favourable
position in terms of voter contact and motivation. It is essential that the
momentum built up during the campaign is not lost and that the ANCâ\200\231s
communication strategy and
work on the ground consolidates the
support we mobilised and builds on the main themes we communicated.

A key strategy would be to maintain a high level of contact between
voters and ANC leaders in government and branches.

Recommendations for our local election campaign are summarised
below in the following sections:

National Executive Committee, 30-31 July 1999. Volume 2: Programme of Action

12-87-1999

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RESULTS:

The overall election results, broken downlby types of
municipalities, reads as follows:

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Parties

ANC
DP
lFP
NNâ\200\230PW
â\200\230UDM
OTHER
TOTAL

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Looking at the performance of parties, we must note particularly
that the ANCâ\200\231s opposition has clearly deï¬\201nable territorial bases:

. Democratic Party: it is clear from this table that the DP has

extended its base from Metropolitan councils into most TLCs in
the country. While they only beat the ANC in the Centurion
MLC. they. have consolidated their position as the major urban
opposition to the ANC. Indeed, their base is also
geographically concentrated within each urban centre, having
pretty much taken all central urban areas (former towns, CBDs,
suburbs) throughout the country.

. United Democratic Movement: It is clear they have a fairly

solid base around Umtata. in fact, they beat the ANC in Umteta
TLC, Xhora TRC, Umtata Rural TRC and Mqanduli TRC.

. New National Party: While they have slipped signiï¬\201cantly and

lost ground to the DP at a national level, they are still the ANC's
biggest challenge in the metmpolitan area of Cape Town.
However, what is also significant is that the DP has eaten into
this base winning many voting stations in central areas.

1r United Christian Democratic Party: The UCDP got a moral
victory in Mateking where they beat the ANC. While they did
not beat the AND in other areas, they had a fairiy strong
showing in rural areas of Central, Bophirima and Rustenburg
District Councils.

k) Develop effective communication strategies at different levels of

government to build on the campaign themes of speeding up
change through partnerships.

1) Continue communicating government achievements, plans and

new initiatives as vigorously as is done during an election
campaign.

m) Ensure that the building of practical partnerships for delivery

becomes part of our work at all levels.

n) Monitor and participate in the demarcations process â\200\224 an urgent
meeting should be convened by the SG to ensure that provincial
political leadership are thoroughly briefed process.

0) Conduct polling research in preparation for strategy workshop in

next phase.

Phase 2: January - June 2000: Prepare the ground for campaign

a) Hold the ï¬\201rst election strategy workshop in February 2000 to

outline the way forward.

b) Restructure ANC sub-regions/zones to correspond with the new

local council outer boundaries as soon as these are demarcated so
that coherent structures can be set up that will ultimately hold
local government accountable.

c) Set up national and provincial election structures by March 2000.
(1) Develop campaign plans and budgets
e) Set up local election structures for each council area by setting up

sub-regional/zonal election teams.

D Conduct a national training program for all election structures
g) Increase ANC and councilor proï¬\201le at local level through

listening forums around issues like the 2000/2001 local council
budget priorities

h) Implement candidate selection in June with strong participation

from deployment committees to ensure that performance is taken
into account.

i) Train candidates

Phase 3: July - elections: Elections campaign

a) Implement communication and media strategies and organisational

campaign plan.

National Executive Committee, 30-31 July 1999. Volume 2: Programme of Action

12-87â\200\2241999

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eiections in 1 995/1996.

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