

5. The Political Head will have to provide political leadership. However, a clear distinction will have to be made between the work of the Political Head and the Head of the Division. The political Head should not be involved in the day to day running of the Division; he/ she should only be consulted when necessary on daily managerial concerns.

5. What kind of structure is needed for DIP?

The communication strategy that is proposed can be actualised only if a management structure that is geared towards the new needs is set up. We propose a management structure that is represented by the following diagram. An explanation of the diagram follows below:

POLITICAL HEAD!

HEAD OF DIVISION!

[DIVISIONAL MANAGEMENT TEAM]

HEAD OF MEDIA LIAISON

—
a
MEDIA LIAISON SECTOR]

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I

ministerial
spokes-
à\200\235 liaison à\200\234person

ANC
thairs of
Parliament media
standing
committees; ofï-\201cer
a

PROVINCIAL SECTOR} INFORMATION SECTOR1

J
J
nine

Provincial
media
officers

Production Reseanzh Library
Unit

Provincial
media
h'ainer

monitor

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QC)

must be made as a matter of absolute urgency. This person must fulfil the extremely important role of acting as a channel for information to and from the ANC inside and outside Parliament.

4. Full time appointments of media officers to all the provinces must take place as a matter of urgency. In close relation to these appointments a capacity building and training programme must be implemented. The reevaluation of the training programme that was in place before the elections should take place.

5. It is urgent that a decision must be made about the future of Mayibuye. Once this has been done a full evaluation of the tasks and the needs of the Production Unit will have to be undertaken.

8. Conclusion

We thank the SC for putting this matter on the agenda even though we were so late in our request. We thank the NBC for a sympathetic listening and for the action that will follow therefrom.

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(g) We have not as yet been able to balance creatively the tension between

our newsmakers on government (particularly Ministers) and their responsibilities as ANC leaders. The real question is how we take credit for good work done by our comrades in the government without creating the impression that there are party political cabinet members government. on the contrary we seem to get more than our fair share of the blame when things are not going right.

(h) Our people in various government positions have begun to savour the taste of power. The consequence has been belligerent territoriality in certain instances. In such a situation a coherent information policy becomes the first casualty.

(I)

The dispersion has led to a dissipation of the political cohesion of the movement . This has been a consequence of the necessity to operationalise our policies in the context of creating new government policy. This process has not been managed. Consequently we speak as the ANC, at best from various positions and no central thrust and, at worst , there is a deafening silence from the ANC that arises out of all the problems already identified.

3.2.1

There are a number of issues that have a bearing on the information needs of the ANC, but do not issue from dispersion of the ANC in the political system. The following issues are of immediate relevance:

I)

ii)

We are confronted with a situation in which 99% Of the media supports a political party that commends 1 % of the support of the people.

The commitment we have to an open society and a free media is seen by some of the media as an opportunity for muckâ\200\224raking that can sap the energy of the ANC and hopefully divide it.

iii) Attempts by the other side to deâ\200\224emphasise the importance of political power and to shift the real exercise of power to ostensibly independent institutions where the ANC is weak.

3â\200\231?

However, some problems about the general attitude of many ANC leaders to media matters continued to impair the efficiency of DIP. Throughout this period there was a serious lack of co-operation with DIP; and often important decisions and political developments were not communicated to DIP. This general attitude was also evident in the Department's constant struggle to have adequate resources made available to it in order to manage the demands made on it.

After the April 27th elections a number of senior members of DIP became national and regional members of parliament. This meant that the Departments staff contingent was seriously depleted; unfortunately some of the most skilled people left. This together with the continuing lack of full appreciation by the leadership of the importance of a well-functioning DIP to the ANC had a disastrous effect. The photo, Video and sound units left DIP; and the Publishing Unit continues to face serious problems because of exceedingly long delays by the NBC to take a decision about the publishing of a monthly mouthpiece for the ANC. The Media Liaison unit has for all practical purposes ceased to function, depriving the ANC from the ability to respond in any effective way to the many criticisms and attacks that are constantly being launched against it in the media.

At Regional/ Provincial level the Media Departments have all but collapsed. In most provinces there are no longer full-time media officers, and the few that are still employed are inexperienced and without the resources to do the work.

Comrade Jackson Mthembu was appointed as the Head of DIP, but because of a lack of proper staffing back-up and also because he has duties as a Senator, found it impossible to meet all the demands that are being made on him.

In general DIP also suffers from a proper strategical analyses about what its function ought to be in the Changed circumstances where the ANC is now also the majority party in government.

The current situation should not be allowed to continue, and there is an urgent need to re-evaluate the role and structures of DIP, and develop a comprehensive media strategy for DIP.

BS

6.11.2 ADMINISTRATION DIVISION

Crucial to the smooth and effective functioning of the ANC, the Administration Division should:

coordinate the different administrative units at national, provincial and regional level, with the aim of creating uniform administrative systems and procedures;
manage and maintain the offices of the ANC;
manage personnel issues and develop the human resource potential of the ANC;
meet the transport needs of the ANC;
work closely with the Finance Division to ensure the most efficient use of ANC
I'CSOUI'CCS.

Revise and update personnel policy manual

by end of March

Personnel

Staff recruitment

ongoing

Personnel/divisions

Compile divisional reports

monthly

HOD

Complete training needs assessment

by 1 March

Personnel

Check payroll inputs

22nd of each month

Personnel officer

Compile divisional organograms

by 1 March

Personnel/
divisional admin

Workshops for administrators

- Headquarters
- Provinces
- Regions

mid-March
end of March
mid-April

HOD
HOD
HOD

Training for administrators

May-June

Outside consultants

Training for PAS, secretaries and receptionists

March

Personnel

Training for switchboard operators

March-April

HOD/Personnel

begin 1 April

Personnel

Personnel

Training for bookkeepers

Compile staff i-\2011es

Senior management training

May

February

February

Training for performance appraisal

HOD/
Personnel Ofi-\201cer

Finalisation and introduction of vehicle scheme

HOD/Division heads/
BTS

Transport consultant
HOD

Ofi-\201cial opening of sub-headquarters in CT

March-April

HOD/
Personnel Officer\201cer

Management skills training

Time management training

Relocation of headquarters

Outside consultants

Personnel

June-July

August

end March/April

March

Apr'l

Salary structure review

Secretariat

SG/DSG/HOD

Provincial Ex Officio Members

Gauteng

E. Tvl

E. Tvl.

N. West

N. West

W. Cape

W. Cape

E. cape

E. Cape

N. Cape

N . Cape

Natal

Free State

Free State

(Verbal)

(Verbal)

(Verbal)

(Verbal)

(Written)

(Verbal)

(Written)

(Verbal)

(Written)

(Verbal)

(Verbal)

(W ritten)

ABSENT

. S. Bhengu

D. Hanekom

M. Mayekiso

S. Ndebele

C. Chabane

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2.

3 .

4.

5 .

6. Z. Skweyiya

RESIGNED

1. T. Botha

2. J . Gomomo

DECEASED -

J . Slovo

45. T. Sexwale

46. M. Phosa

47. S. Zwane

48. P. Molefe

49. D. Ndleleni

50. C. Nissen

51. J . Ngculu

52. D. Mafu

53. B. Gxilishe

54. M. Dipico

55. W. Steenkamp

56. S. Mchunu

57. P. Matosa

58. K. Sebothelo

APOLOGIES

1. H. Gwala
2. P. Lekota
3. S. Maeozoma
4. M. Maharaj
5. R. Mhlaba
6. P. Mokaba
7. S. Ngoyama
8. A. Pahad
9. S. Shilowa
10. S. Sigcau
11. P. Mashatile
12. N. Ramathlodi

1. Opening

The National Chairperson opened the meeting and welcomed every one to the 201st meeting of the NEC and wished all members well for the year. The Chairperson apologised for the two hour delay in starting the meeting and explained that this had been occasioned by the different messages that were sent by different staff members who had been on

AFRICAN NATIONAL CONGRESS

VOLUME ONE
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Document

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Agenda

Minutes of Previous Meeting

Strategic Plan for 1995

Memorandum on DIP

Proposal on Chaplaincies

Conference Decisions

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46 - 52

To achieve these objectives the organisation needs to address a number of priorities in the coming year. These priorities can be defined in three categories: political, organisational and administrative.

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At a broad political level, the immediate priorities of the ANC are:

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a decisive victory in local government elections;
substantive progress towards the writing and adoption of a democratic constitution;
delivery of, and effective grassroots participation in, the Reconstruction and Development Programme;
fundamental transformation of society at all levels.

-

To put the ANC in a position to achieve these political priorities, the organisation needs to:

-

strengthen its structures at national, provincial and branch level;
embark on a far-reaching programme of cadre development;
develop the capacity of ANC representatives to execute their responsibilities effectively;
maintain the unity of the organisation around the common strategic objectives;
build and strengthen alliances at all levels.

The ANC needs to address its administrative capacity - often an area of neglect. In particular, we should:

-

establish structures and processes at national and provincial level capable of implementing the programme of the organisation;
coordinate all activities of ANC structures and representatives;
establish and maintain effective mechanisms of financial control and progress towards financial self-sufficiency at all levels of the organisation;

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ensure clear lines of communication and accountability within the structures and divisions of the organisation.

3 .

PROBLEM STATEMENT

The ANC victory in last year's democratic elections has correctly been hailed as the single most significant expression yet of our objective of the transfer of power to the majority of South Africans. It has also been noted, however, that this objective remains to be fully realised. It is towards the attainment of the complete transformation of our society that we must now dedicate ourselves.

The obstacles to progress in this regard are numerous. The challenges the ANC will have to meet are plentiful, complex and - in some cases - very new. In the coming year, we will need

' to focus attention on the following problems:

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the organs of state remain largely unchanged;
the successful implementation of the RDP is hindered by the lack of democratic local government;

â\200\230 violence and criminal activity threaten the stability of the country and contrnâ
\200\231bute to

a

climate of counter-revolution;
inequality and ineffi-\201ciency remain dominant in the economy;
there remain huge shortfalls in housing, education, health, social welfare and infrastructure development.

The conditions in which we i-\201nd ourselves, together with our inability to remedy some
of the
weaknesses that have long plagued our organisation, means that we are faced with a number
of
challenges internal to the organisation:

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ANC structures are largely inactive and membership is demoralised;
there has been a drain on our leadership through deployment to parliament, legislatures,
government and the public service;

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the activities of the ANC and its members¹⁸ dispersed across a broad range of sites,
with little effective coordination of these activities;
the organisation is facing serious financial and resource shortages;
there is poor communication between the structures of the organisation;
there is insufficient emphasis on strategic planning and effective implementation.

4 .

BROAD PROGRAMME OF WORK

The restructuring of the organisation at all levels is intended to address some of these challenges and realise our key objectives. The physical restructuring is largely complete,
however, the capacity of our new structure remains largely untested.

Below are organograms of the constitutional structures of the ANC and the divisions of the organisation at a national level.

NATIONAL CONFERENCE

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Mâ\200\230 NATIONAL EXECUTIVE COMMITTEE

I

NATIONAL WORKING COMMITTEE

I

NEC

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NATIONAL OFFICE BEARERS

President

Deputy President

National Chairperson

Deputy Secretary General

Secretary General

Treasurer General

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Gauteng

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w. Cape

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Structure

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OFFICE OF THE
PRESIDENCY

OFFICE OF THE

OFFICE OF THE

SECRETARY GENERAL

TREASURER GENERAL

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SECRETARIAT

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Governance

Division

International

Division

Admin
Division

Information

Division

Policy/RDP

Division

Legislatures

Division

Finance
Division

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Organising

Division

3

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Constitutional Commission Secretariat

Tasks

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Process issues for commission;
coordinate work of Constitutional Assembly with ANC CA structures in parliament;
monitor work in provinces.

Constitutional Commission Secretariat members

1. Z. Skweyiya (Chairperson) 2. C. Ramaphosa

3. M. Manzini

5. F. Ginwala

4. V. Moosa

6. B. Kgositse

Drafting Committee

Tasks

0

Draft documents on the instruction of the officials, NWC and NEC.

Drafting Committee members

1. J. Cronin (Chairperson)

3. P. Jordan

5. S. Bhengu

2. J. Netshitenzhe

4. M. Maharaj

Finance Committee

Tasks

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Oversee the control of the funds and assets of the ANC;
receive and consider budgets;
receive and consider half-yearly financial statements and other financial management reports before presentation to the NEC;
review financial policy and accounting procedures.-

Finance Committee members

1. A. Stofile (Chairperson)

3. T. Mbeki

5. C. Ramaphosa

Provincial Treasurers

N

P

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. N . Mandela

. J . Zuma

. C. Carolus

National Working Committee

6.1.2

The National Working Committee shall meet fortnightly and oversee the work of the movement between NEC meetings. It should carry out the decisions and instructions of the NEC and Conference, and should submit a report to each NEC meeting.

Members of the NWC should be given oversight responsibility for various aspects of the movement's work. The NWC should ideally be composed of the following categories:
0 six officials
0 seven members each responsible for one of the following:

- Organising
- Political Education
- Policy/RDP
- Provincial matters

TRIPARTITE ALLIANCE .

The Tripartite Alliance is situated at the centre of the broad political and organisational front which recognises the leading role of the ANC and is united around the perspectives contained in the Reconstruction and Development Programme. The Alliance has the key responsibility to defend the gains of our democratic revolution, ensure that the RDP is implemented and mobilise our people for their constructive engagement in the process of fundamental transformation of the country.

The Tripartite Alliance should:

- function effectively at all levels;
- embark on joint campaigns;
- participate effectively in joint structures;
- work towards an ANC-led victory in local government elections;
- draw SANCO more into the programme of the alliance;
- be involved in the constitution-making process.

Joint NECs

Strategy meetings

Secretariat

3 per year

Elections

Participate effectively in all structures

Constitution

Participate effectively in all structures

Monitor work

Secretariat

Provinces

Monthly

Secretariat

Meetings

RDP Councils

Meetings

Fortnightly

Secretaries

RDP structures

Ongoing

Secretaries

6.6

YOUTH LEAGUE

The objectives of the Youth League for 1995 are centred around the need for youth development and empowerment throughout the country. In particular, the Youth League will focus on:

-

developing a culture of learning which will include joint programmes on education with SASCO and COSAS;

mobilising youth to ensure an ANC victory in local government elections;

promoting nation-building and reconciliation among youth, in particular;

involving youth in the constitution-making process;

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. establish a strong and effective National Youth Council.

NBC Meetings

YL Secretary

(31% dates

NWC Meetings

Give dates

YL Secretary

Set up election team

March

YL NEC

Identify reps for list committee

6. 7

WOMENâ\200\231S LEAGUE

Conference on youth

Give date

YL NBC

YL NEC

March

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The Treasurer Generalâ\200\231s Ofi-\201ce, together with the Finance Division, needs to fulfil-\2011 the following functions:

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managing the resources and assets of the ANC;
implementing and maintaining systems of i-\201nancial control throughout the organisation;
deveIOping strategies for fundraising (especially for the local government elections).

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Staff

Appointment of Head of Department End Feb

.....

Personnel, TG,
SG

Evaluation of staff capacity

End March

HOD, TG,
SG/DSG

Devise programmes for staff capcity
building

End April

Personnel with
TG and HOD

Evaluate capacity and install
upliftment programmes for prov
i-\201nancial staff

HOD, TG,
consultant

Controls

Devise mechanisms for checking
usage of ANC property

Initiate controls on usage of
consumables eg. letterheads, bus
cards

March/Apnil

HOD, TG,
consultant

March/April

HOD, TG,
consultant

Immediate

TG, SGO

March/April

HOD, TG

Initiate rigid controls and evaluate all
existing ANC projects

Investigate all instances of misuse of Immediate
ANC funds

Devise and implement methods of
collecting contributions from
Ministers and Parliamentarians

Devise controls to prevent misuse of
funds

Fundraising

Plan fundraising trips by leadership

Ongoing

TG,
accountant,
legislature

At least once a
month

1st week of
March

leadership

HOD, SG, TG

HOD, Admin
Secretary

Local fundraising events

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AFRICAN NATIONAL CONGRESS

NATIONAL EXECUTIVE COMMITTEE

DATE: 25 - 26 February 1995

VENUE: UWC, Cape Town

TIME: 10H00

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DRAFT AGENDA

- . Opening
- . Apologies
- . Adoption of Agenda
- . Minutes of last NEC
- . State of the Nation - President
- . Discussion of President's input
- . Strategic Plan and Programme of Work

8.

Ofï-\201cials Report

9;

Constitutional Commission Report

10 Local Government Elections

11. Election of NWC

12. Any Other Business

13. Closure

AFRICAN NATIONAL CONGRESS

NATIONAL EXECUTIVE COMMITTEE

MINUTES

DATE: 21-22 January 1995

VENUE: Ritz Inn Hotel, Cape Town.

In the Chair - J. Zuma (National Chairperson)

PRESENT

1. N. Mandela
 3. C. Ramaphosa
 5. A. Stoi-\\201le
 7. J. Cronin
 9. B. Holomisa
 11. P. Jordan
 13. A. Kathrada
 15. P. Maduna
 17. T. Manuel
 19. G. Marcus
 21. W. Mkwazi
 23. T. Modise
 25. V. Moosa
 27. L. Mti
 29. J. Netshitenzhe
 31. C. Niehaus
 33. C. Nqakula
 35. A. N20
 37. E. Pahad
 39. M. Sisulu
 41. A. Tambo
 43. T. Yengeni
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2. T. Mbeki
 4. C. Carolus
 6. K. Asmal
 8. L. Hani
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10. L. Johnson
 12. R. Kasrils
 14. B. Kgosisile
 16. W. Mandela
 18. M. Manzini
 20. T. Mboweni
 22. J. Modise
 24. R. Mompoti
 26. T. Mthintso
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28. S. Mufamadi
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30. J. Nhlanhla
 32. S. Nkondo
 34. B. Nzimande
 36. D. Omar
 38. J. Radebe
 40. R. Suttner
 42. S. Tshwete
 44. N. Zuma

Finalisation and introduction of new administrative systems and procedures

June-July

SG/DSG/ HOD/
Division heads/
Prov secretaries

Conduct staff appraisal

June and November

SG/ DSG/ HOD/
Division heads/
Prov secretaries

Compile skills inventory

Arrange annual staff party

workshop for headquarters, provinces and regions

Vehicle maintenance, transport procedures

end of March

end of March

Personnel

Personnel

October

HOD

5.12.3 ORGANISING DIVISION

The Organising Division¹³ central to all the campaigns of the ANC In particular, it should:

assist in launching and building branches and regions;
play an integral role in the local government election campaign, including overseeing the establishment and operation of election structures at all levels;
develop and implement a programme of cadre development;
improve and maintain the operation of the membership system;
empower branches to participate in RDP implementation and the constitution-making process;
build the Tripartite Alliance and relations with MDM structures at all levels.

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provincial and

Revive branches by calling AGMs

by end of March

regional organisers

Recruit at least 500 000 members

up until December

organisers at all
levels

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Strengthening alliance and leagues

end of February

HOD to meet alliance
and league leaders

Organise premier's forum to visit provinces where
we fared badly during elections

by end of March

OD, PECS and
Premiers

Recruitment drive

Political induction

after branch launches

Cadre development

OD, DIP, PECs and
branches

immediately, as part
of voter registration

provincial and
regional organisers

Voter registration launches

Upholding work ethics

from end February

NEC, OD, PECs

immediately

immediately

HOD

OD

5.12.4 RDP AND POLICY DIVISION

The RDP and Policy Division should:

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After the ANC'S unbanning in 1990 the process of rebuilding the ANC in the country was accompanied by a continuing expansion programme of the Department of Information and Publicity - at both National and Regional level. An initially very small operation with a few staff members running publishing and media liaison components at Head Office, and fledgling media departments in the regions (often without even a single full-time media officer); was over the next four years expanded to become one of the largest departments in the ANC. Various strong units were developed, among them the Print/Publishing Unit that took responsibility for publishing Mayibuye and all other printed material. A Media Liaison Unit, which grew from a one person unit in 1990 to a staff of four full-time spokespersons and back-up staff. Other units included the photo-unit, video-unit, sound-unit (the old Radio Freedom), and closer to the elections a strong briefing unit was also created.

Every region had at least one full-time Media Officer. Often a second person was employed to deal with the publishing side of matters, and further staff was employed on contract during the last three months before the elections.

In order to build capacity a full time Training facilitator was also employed, who travelled extensively between the regions and ensured that a very extensive training programme was implemented.

During the last month and a half before the elections a media centre was opened at the Carlton Hotel. This operation stood under the control of the Media Liaison Unit, and further staff were employed on contract in order to deal with the huge media interest in the elections.

This expanding department stood under the control of Comrade Pallo Jordan as the Secretary of Information. He was ably assisted by two Deputies: Cde Joel Netshitenzhe and Cde Gill Marcus.

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An objective assessment will indicate that DIP was one of the ANC'S more successful operations. It succeeded in giving the ANC the capacity to respond relatively successfully to the many hostile attacks that it had to face from a biased media. Close to the elections DIP had developed the capacity to beat the National Party in both the publications/ advertising and media liaison field.

A need for a full - time media liaison officer based in Parliament is great, this individual will serve the press gallery in Cape Town on behalf of the ANC. He/ she will work with the nine Provincial media liaison officers to ensure that events and issues at Provincial level are raised with the Parliamentary press. He/ she will work With the ANC Chief Whips in Parliament in their handling of the media. The liaison officer will report to the Head of Media Liaison. He/ she will also work with Provincial Ministerial spokespersons in a discretionary manner.

5.6 DIP units at Head Quarters

All the DIP units at HQ will be led by a head of a unit. The Head of a unit will be a member of the Divisional Management Team to which they will provide reports. The Unit Head will be responsible for everything in his/ her} unit from budgeting, to staff management, efficiency levels, planning etc.

6. Personnel and Staff Component

Staff needs for this structure to function can be easily calculated. this can be

done more efficiently in consultation with the SG and TG offices. The basic principle is that it will have to be a lean but effective structure. It will have to be proactive and develop and adapt a media strategy. In carrying out its mandate The DIP will have to make use of the comrades that are deployed in the Parliamentary system. Dynamic linkages with the constituency offices will have to be maintained.

7. The way forward

1. The NEC must in principle agree to the implementation of the proposed Departmental Structure for DIP.

2. It is absolutely urgent that a full time head for the Department must be appointed to implement these proposals effectively. This person must have the necessary political weight and managerial skills.

3. The appointment of Media Liaison officer in Parliament

3.2 Challenges facing the ANC in this new situation

In spite of our protestations to the contrary our assumption of the office after the April elections dispersed the ANC throughout the political system and the impact of the dispersion was quite radical. This dispersion had the following news and information consequences for the ANC.

(a)

(b)

(d)

The capacities of HQ and Provincial Offices in various DIP functions declined markedly as comrades moved to legislatures, to civil service, the private sector. Continued uncertainty exacerbated this situation.

News - Making and generation by the ANC became dispersed. Thus news and information gathering and dissemination changed drastically. Our structures could not be responsive to this situation.

The relationship between the ANC constitutional structures and the ANC structures within the political system took time to crystallise. Information flows between the two structured ebbed to a frustrating trickle.

We took a long time to shift our information paradigm from the situation in which we engaged the propaganda of the States and the establishment as if we were still a liberation movement. The fact that we are now part of the governing alliance created a state of near - paralysis in our propaganda.

The institutional cohesion of the ANC was adversely affected by the dispersion. Thanks to corrective measures taken at the interregional summit the situation was arrested and later reversed.

(f)

The President, the greatest newsmaker for the ANC and in the country has had to be shared With (or taken over by) the country. The publicity mileage that we got as the ANC was lost.

5.1 The Political Head

This will be a member of the NEC whose main responsibility will be to i-201nd the In practical terms he/ she will ensure that the divisions political leadership. division clearly understands its tasks as dei-201ned by the NBC, in turn, resource the division accordingly. He/ she will not be involved in the day to day running of the division. He/ she Will be consulted only when it is necessary.

5.2 Head of Division

The head of division will be based at HQ in Johannesburg and be part of the organisation management team. He/ she will be responsible for all staff and implementation of the DIP policies throughout the organisation. He/ she will report to the Political Head. He/ she will chair the Divisional Management Team.

5.3 Divisional Management Team

This structure will consist of the nine Provincial Media Ofi-201cers and the Heads of the variou units of the DIP at HQ. It will assist the Head of the Division in the management of the division. Strategy for the division will be proposed, discussed and operationalised at this level.

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5.4 Head of Media Liaison

The Head of Media Liaison will be responsible for the effort of improving the image Of the ANC in the media. He/she will be based at HQ and they will with, Parliamentary media liaison ofi-201cers and the Provincial media liaison ofi-201cers. He/ she will deputise the Head of the Division when the latter is not available.

5.5 Media Liaison Officer in Parliament

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Workshops

Training for HQ staff

End March

HOD, Accts
staff, SG, TG

Training for provincial treasury staff

Aprl/M'ay

HOD, Accts
staff, TG

Devise format for presentation of
monthly statement for NBC and
NWC

Aprl/M'ay

Discuss methods to implement
systems based on ANC admin
manual

ANC supporting business experts to
set up business ventures

TG, HOD,
business coord

24 March and
ongoing

Aprl/M'ay

6.11 HQ DIVISIONS

6.11.1 INFORMATION DIVISION

The Information Division has the following key functions:
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developing and implementing a media strategy for the ANC;
developing and implementing an election media strategy;
building media capacity at a provincial and branch level;
meeting the information needs of the ANC.

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Open ANC media liaison office in Parliament ASAP

ASAP"

HOD

Media briefings sessions in CT/HQ

weekly from 30 Mar

Media liaison officer

Production of Mayibuye

monthly from April

Production head

Production of ANC Constitution News

monthly from mid Mar

HOD

Library updates sent to provinces, parliament ASAP and ongoing and legislatures

Librarian

Training of provincial media officers

Updates from prov media officers to HQ

ongoing

monthly

Production of provincial newsletters

from 30 April

Inter-provincial meetings

every three months

Provincial press releases sent to HQ

Develop provincial media strategies for local government elections campaign

daily

April

Prov coordinator

Prov media ofï¬\201cers

Prov media ofï¬\201cers/
Prov coordinator

Prov media ofï¬\201cers/

Prov media ofï¬\201cers

Prov coordinator

HOD/Elect team

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The Secretary General and Deputy Secretary General will finalise the Women's League programme with WL officials and insert it in this document.

NEC Meetings

WL Secretary

Give dates

NWC Meetings

Give dates

WL Secretary

Set up election team

March

WL NEC

Identify reps for list committee

Conference on women

WL NEC

Give date

WL NEC

March

6. 8

PRESIDENCY

The President, Deputy President and National Chairperson need to continue their important political interventions when the need arises. The President will continue to spend one day a week at HQ, and efforts will be made to arrange a regular time when the Deputy President and National Chairperson can be at HQ.

6. 9

SECRETARY GENERAL'S OFFICE

The key functions of the Secretary General's Office are:

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Coordinate the work of the organisation efficiently and effectively at all levels;
ensure that the administration of the ANC is efficient;
coordinate the work of the NEC, NWC and NEC Committee.

NEC meetings

Quarterly

SG

NWC meetings

Fortnightly

SG

NEC Committees

Ongoing

Committee
Secretaries

Officials meetings

Weekly

DSG

HQ Secretariat

Weekly

Overall
Coordinator

Provinces

Ongoing

Feb-Oct

SG/DSG

SG/DSG

Elections

Prov Secs Forum

Constitution-making

Inter Provincial Summit

MDM Conference

Fortnightly

November

SG/DSG

SG/DSG

SG/DSG

Ongoing

Monthly

April

May

SG

DSG

Alliance

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8. T. Manuel
10. P. Molefe
12. A. Kathrada

7. G. Marcus
9. T. Lekota
11. J. Netshitenzhe
One representative per province
Women's League representative
Youth League representative
COSATU representative
SACP representative
SANCO representative

Local Government Elections National List Committee (ad hoc)

Tasks

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Draw up list procedure guidelines;
ensure strict enforcement of guidelines;
mediate in provinces where disputes arise;
ensure process is administratively simple and efficient.

National List Committee members

1. S. Tshwete (Chairperson) 2. C. Ramaphosa
3. C. Carolus
5. W. Sisulu
COSATU
SACP
SANCO

4. A. Stofile

Constitutional Commission

Tasks

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Strategise and process the movement's constitutional positions for presentation to the NWC and the NBC;
coordinate the constitution-making process in the CA;
ensure that Provincial Constitutional Commissions function.

Constitutional Commission members

1. Z. Skweyiya (Chairperson) 2. N. Mandela
3. T. Mbeki
5. C. Ramaphosa
7. A. Stofile
9. F. Ginwala
11. P. Maduna

4. J. Zuma
6. C. Carolus
8. J. Nhlanhla
10. S. Mufamadi
12. B. Kgosisile
14. B. Ncguka
16. B. Mabandla
18. J. Netshitenzhe
20. M. Phosa
22. V. Moosa

- 13. D. Omar

15. M. Manzini

17. J . Modise

19. M. Maharaj

21. K. Asmal

One representative per province

Women's League representative

Youth League representative

COSATU representative

SACP representative

SANCO representative

The collective programme of work of these structures for 1995 is primarily the following:

winning local government elections;
leading the constitution making process;
rebuilding the structures and mass base of the ANC;
developing meaningful grassroots participation in the RDP;
transforming organs of state and society more broadly;
ensuring increased delivery of people's basic needs.

Among the strategies which will be employed in effecting this programme of work are:

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the deployment of MPs and NBC members throughout the country;
effective management of divisions at headquarters;
coordination between the ANC in government, the public service, parliament,
provincial legislatures and ANC structures;
developing sound financial practices and building a culture of self-sufficiency among
our structures;
developing alliances (including the Tripartite Alliance) particularly at provincial,
regional and local levels.

5.

IMPLEMENTATION

Although this document presents an ambitious programme, with proper planning and effective use of human and other resources the work can be completed and the objectives we have outlined can be achieved. We will also need to impose stringent financial controls to ensure that our expenditure for the year does not exceed what is absolutely necessary.

If the effort and the expense are going to be justified, we need to place emphasis on the effective implementation of the plans described in this document. The key concern is that mechanisms for implementation be built into the programme of the ANC for the year. To this end the following should be agreed upon:

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coordination of the implementation of the programme will take place through the Secretary General's Office and the national divisions;
NEC committees will have staff dedicated to the smooth running and administration of their work;
a person will be employed to monitor the implementation of our programme on a full time basis;
our accountability to ourselves and each other and our structures can ensure proper implementation.

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' The job of implementation lies ultimately on our effectiveness in developing a clear programme

of action - a programme which is firmly grounded in the objectives of the organisation, and which takes cognisance of the objective and subjective constraints of the organisation.

STRATEGIC PLAN FOR 1995

1 .

INTRODUCTION

This document is a culmination of the strategising and planning work that has taken place over the last couple of months. It provides a thorough and detailed plan of the priorities, activities and plans of the ANC for 1995 based on:

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49th National Conference decisions;
NEC decisions;
Management Committee (now Secretariat) decisions;
Divisional plans;
Provincial plans.

In itself, the document attempts to begin addressing a major shortcoming in our organisation - the lack of coherent, realistic and comprehensive planning. We need to move away from the culture of 'crisis management', which for a long time has characterised the way we approach our programme.

This document deliberately emphasises the implementation of decisions, providing a clear time frame for all activities and dividing responsibility among the structures and divisions of the organisation. The plan also makes provision for mechanisms to monitor implementation and do follow-up work, where necessary.

The usefulness of this plan needs to be judged on the basis of whether it:

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is coherent and deepens our understanding of our organisation;
sets out our objectives, action plans and allocation of resources;
responds to our strengths, weaknesses, opportunities and threats;
sets out a broad programme of work that is achievable;
defines the tasks of each structure of the movement in realising our objectives.

Ultimately, though, the test of this plan will be whether we can say, at the end of 1995, that the organisation is stronger than ever before and that we have made substantial progress in realising the strategic objectives of the ANC.

2 .

OBJECTIVES OF THE ANC

Conference resolved that the strategic objective of our struggle remains the building of a united, democratic, non-racial and non-sexist society, as envisaged in the Freedom Charter. The main content of the present phase remains the all-round political, economic and social emancipation of the historically oppressed majority of our country.

The key strategic objectives of the movement in the coming period are therefore:

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deepening democracy through completing the transfer of power to the majority;
the deracialisation of South African society;
building a non-sexist society;
achievement of national consensus on the democratisation process;
destroy all centres of counter-revolutionary violence and destabilisation.

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Constit'utipnal

Strategise on CA

Commlssmn

Report to NWC

Monthly

Monthly

25 Feb

Commission

Commission
Secretariat

Send paper to provinces

Attend provincial workshops

March

Commission

Constitutional Conference

1-2 April

Commission

MDM Conference

April

Commission

Attend provincial meetings

Ongoing

Commission

Constitutional
Commission
Secretariat

Meetings

Twice weekly

Chairperson

Drafting
Committee

National List
Committee

Do work in accordance with List
Process

First meeting
Finalise budget
Finalise in-2019 finance systems

Committee
Committee
Committee

Prepare statements and documents

Ongoing

15 March
31 March
31 March

Financg:
comm

Mar-Oct

Committee

Committee

PROVINCIAL STRUCTURES

The provincial structures of the organisation, in particular the PECs, need to perform the following functions:

- all provincial structures must meet on a regular basis in accordance with an agreed schedule of meetings;
- adopt an achievable programme of work with clear action plans;
- complete the restructuring of provinces and launch regions in terms of the guidelines agreed to;
- build and strengthen regions, sub-regions and branches;
- ensure that all PEC members, MPs and MPLs are deployed to do work in the province at regional and branch level;
- oversee establishment of election structures and list process;
- give direction on provincial and local governance.

PGC

Meetings in year

Give dates

PEC

PEC

Regular meetings

Give dates

Prov Sec

Present programme for the year to

31 February

Prov Sec

Regular meetings

Give dates

Prov Sec

Set up Election Team

End February

PEC

PWC

Election

Set up List Committee

End February

PEC

Voter registration

Feb-April

PEC, MPLs,
MPs

Plan and strategise

Feb\200\224April

PEC, Team

People\200\231s Forums

Feb-April

PEC

List Comm

PEC, Team

Voter education

Start canvassing

Choose candidates

Candidates meet voters

Set up Provincial Commission

Delegation to Conference

Major events \200\224- rallies

Sept-Oct

Sept-Oct

PEC

PEC

PWC

PWC

May-Aug

May-Aug

25 March

25 March

Workshop on CA

Win elections

Constitution

End October

Now

May

PEC

Provincial Executive Committees are urged to give more content to this broad programme outline and present their programme to HQ by 31 February 1995.

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* A report on the processes we had embarked on with SANCO was tabled.

13. Situation in Natal

The National Chairperson gave a brief^{ing} on the situation in Natal regarding violence. It was agreed that measures had to be taken to reduce the violence.

14. Political Prisoners

The plight of political prisoners was discussed and it was decided that:

* A delegation should be sent to explain to the edes. regarding their situation.

*. A delegation should meet the relevant Minister to take this matter to a solution.

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15. Closure

The meeting adjourned at 25-26 February 1995.

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6.]

PROGRAMME OF WORK AND ACTION PLANS

NATIONAL CONSTITUTIONAL STRUCTURES

The National Executive Committee, National Working Committee and national officials need

collectively to fulfil the following key functions:

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provide overall political direction to the organisation;
monitor and evaluate the state of the organisation and the progress of the programme;
deploy leadership to build the organisation at all levels;
give political direction to ANC representatives in government and parliament;
oversee, in particular, the local government election campaign and the constitution-making process.

National Executive Committee

6.1.]

The NEC must meet at least four times a year, but should be able to be convened when the need

arises. All NEC members must attend meetings of the NEC and remain in attendance throughout the meetings. All members of the NEC deployed in committees shall be required to report on their activities whenever the NEC meets.

NEC Committees

Provincial Committees

Tasks

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all provincial committee members must work as a collective and be accountable to each other, the Provincial Executive Committee, the national officials, the NWC and the NEC;

provincial committees must do systematic work in the province in terms of building and strengthening organisation, in particular the local government election campaign;

provincial committees must deal with matters that require NEC intervention; members shall submit regular written reports to the Secretary General.

Each provincial committee will be supported and serviced by staff based in the SGO.

By decision of the NEC the following committees will be established:

Free State Provincial Committee

1. T. Lekota
3. D. Hanekom
5. M. Mayekiso
7. K Sebotlelo (Prov Sec)
2. J . Nhlanhla
4. L. Hani
6. P. Matosa (Provincial Chairperson)

~Northern Cape Provincial Committee

1. M. Maharaj
3. A. Pahad
5. B. Holomisa
7. W. Steenkamp (Prov Sec)

2. B. Mabandla
4. C. Niehaus
6. M. Dipico (Prov Chair)

. Disciglinagj Qommittee

Tasks

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Investigate any activity or conduct in breach of the Constitution or the Code of Conduct by members of the ANC deployed at any level;
conduct hearings, in accordance with the disciplinary procedure, against any member alleged or suspected of having breached the Constitution or Code of Conduct;
submit reports to the ofï-\20lcials, the NWC and the NEC on work done;
each PEC should set up 3 Disciplinary Committee.

Disciplinary Committee members

1. K. Asmal (Chairperson)
3. A. Erwin
5. W. Mkwayi

2. N. Zuma
4. R. Mompoti
6. Z. Skweyiya

Economic Transformation Committee

Tasks

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The committee shall attend to economic issues and coordinate its work with Policy/RDP Division and the relevant government ministers;
the committee shall report to the ofï-\20lcials, the NWC and the NEC.

Economic Transformation Committee members

1. T. Mboweni (Chairperson)
3. T. Manuel
5. S. Sigcau
7. J . Radebe

2. A. Erwin
4. G. Marcus
6. M. Sisulu
8. D. Hanekom

Social Needs Committee

Tasks

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Attend to matters pertaining to social needs and coordinate its work with the Policy/RDP Division and relevant government ministers;
report to the ofï-\20lcials, NWC and NEC regularly and process matters requiring decision.

Social Needs Committee members

1. S. Nkondo (Chairperson)
3. B. Nzimande
5. D. Hanekom
7. W. Mandela

Securigg and Qtabiligg Committee

2. S. Bhengu
4. A. Tambo
6. T. Modise

Tasks

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The committee shall deal with all matters regarding the security and stability of the country;
reports shall be presented regularly.

Security and Stability Committee members

1. S. Mufamadi (Chairperson)
3. T. Yengeni
5. R. Kasrils

2. J . Modise
4. L. Mti
6. B. Holomisa

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Conference was presented. The President expressed a concern that the NEC as presently constituted lack the type of balance required for our organisation in terms of geographic representation and gender and also that there were no less than 24 members of Cabinet and Deputy Ministers on the NEC, many of whom were too busy with work in their ministries. After discussion it was felt that the matter should not be taken any further.

The vacancies that had occurred following Cde J . Slovo's death and the withdrawal from the NEC by Cdes. T. Botha and J. Gomomo were discussed. It was decided that the vacancies should be filled by the three women with the highest votes following the sixtieth candidate. It was noted that the three comrades who would replace the above mentioned comrades would be Cdes N. Maphisa, B. Mabandla and T. Msane.

9. NWC

It was agreed that the NWC should be elected at the next NEC meeting.

9. Conference Evaluation

There being little time left, it was decided that we should not deal with this matter. It was proposed that the evaluation of National Conference should be more political rather than technical.

10.

Local Government Proposals

10.1 Local Government National Election Co-ordinator

The NEC agreed that the officials should finalise this matter.

10.2. Election strategy Workshop

It was agreed that the workshop should be held and that NEC members should attend.

10.3 National List Committee

It was agreed that the National List Committee should be appointed.

In W.Cape we faced blatant racism and we were not able to counter the strategies of the NP effectively. We need to give priority to strengthening organisation in the two provinces.

The President continued to say that the ANC has sound policies but we could only address our weaknesses through organisation.

The President remarked about the threatening strikes in the civil service. Some of these strikes were accompanied by sit-ins in government buildings and hostage taking.. He commended Cde Zola Skweyiya in the way he was handling this problem but said that the problem was too large for one person. Cde Zola Skweyiya needed the support of other ministers in handling this problem.

Equally important is the local government elections. These elections are going to be more complex than the general elections. At local level we will have to be dealing with specific local issues. The registration of voters will be a challenging task. This means that the NEC will have to work out a plan to ensure that we win the elections. If we don't win the local government elections, then the implementation of the RDP will be undermined. If we as NEC members work hard we can consolidate the gains we have already made and be successful in the elections.

The NEC will brief the NEC on how the NEC should function. The structures he will propose will require a lot of human and financial resources. This brings to the fore the question of our financial resources. We will need to involve all NEC members in fund-raising. This is an issue that many leaders in the movement ignore.

The President concluded by wishing all members luck and success in their work as NEC members.

5. The Indemnity Issue

The President gave a report on his meeting with Mr. De Klerk following the meeting of the Cabinet when the indemnity issue was discussed. After discussion it was agreed that the proposals set out in Cde. D. Omar's statement as Minister of Justice should be endorsed.

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1.

INTRODUCTION

A strategy meeting of the Department of Information and Publicity(DIP) was held at Shell House on the 13 February 1995. The meeting was attended by 25 Comrades representing all nine ANC regions, all units of DIP in Johannesburg and Cape Town and CDE's from the National and Gauteng Region.

The purpose of the meeting was to take a critical look at the effectiveness of the DIP, to evaluate its strengths and weaknesses and to develop a strategy for enhancing the strenghts and eradicating the weaknesses.

Reports were received from all provinces and all units of the Department. They were discussed at length.

It was decided that what is need is an integrated media strategy that will ensure that our media capacity is commensurate to the challenges that the current political conjuncture has thrown up.

A number of comrades were given the task of preparing and processing the views that are contained in the section that follow hereunder. The intention was to take advantage of the process of restructuring that is underway and thus to submit this document as the humble contribution of the Department of Information and Publicity to this process.

2. What has happened, to the DIP since the elections?

3. What are the information needs of the ANC in the present context?

3.1 Introduction

We have raised this question in the context of the change brought about by the April elections. The real question here is whether the DIP, as it has been traditionally structured and researched or in some other form, is still needed by the ANC. We can only answer this question if we clearly deĩ-\\201ne the information needs of the ANC at this time.

monitor the implementation of the RDP;
develop ANC policy on an on-going basis;
provide capacity for the ANC in government;
ensure the coordination of ANC work in various sites of deployment;
oversee the ANC input into the constitution-making process, including the work of the

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Constitution Commission.

Constitutional Commission meetings

Monthly

ANC Constitutional Conference

31 March - 2 April

Ensuring full participation of ANC and MDM ongoing
structures in implementation of RDP

RDP coordinator

Setting up provincial RDP councils

RDP coordinator

Ensure full participation of RDP council
participants in Local Development Forums

ongoing

RDP coordinator

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Set up policy and RDP section in
subâ\200\224headquarters

Work closely with ANC chief whip and
chairs of ANC study groups

ongoing

Policy and RDP
section in CT

National Sectoral coordinating forums

about 4 times a year

coordinators

Meetings of coordinators

regularly

Meetings between coordinators and ANC
committee of Chairpersons of study groups

regularly

RDP coordinator in
CT

Consultations with tripartite alliance, MDM
and other organs of civil society

regularly

monthly and
bi-monthly

Human Development
coordinator

Publication of ANC policies and info sheets

as needed

Health meetings of ANC MECs for health
and people involved in health in provinces

RDP council health sector and provincial
RDP council/forum health sector meetings

Education meetings of MECS, parliamentary
study group and ANC provincial
Chairpersons on education

Infrastructure

every six weeks

Civil service workshop in preparation for a
conference

National Coordination Forum:
Local Government

Local Govt and
Infrastructure coord

Local Govt and
Infrastructure coord

Human Development
coordinator

Arts and culture meeting

Science and technology seminar

Human Development
coordinator

monthly

regularly

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monthly

National Coordination Forum:

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iv) Problems facing the ANC is exaggerated, tendentiously reported on and orchestrated to create an impression of confusion, corruption, predatory political behaviour, financial bankruptcy etc. In this scenario, the ANC is projected as being only held together by the President. If one removes the President the ANC will self destruct.

v)

In the jockeying for advantage within the movement, certain comrades are using the media by providing it with information that should remain privileged. Often this information is slanted in order to create a particular impression which may not necessarily coincide with the truth. This complicates life extremely for the DIP.

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3.2.2_ What then are information needs of the ANC

Flowing from this context the information needs of the ANC have changed. What then are the information needs of the ANC? here are some Pointers:

a)

b)

c)

d)

Keep membership informed of the activities, policies and the strategic thrust of the ANC in the new situation.

To inform members of the ANC on the programme of the GNU from the ANC perspective, particularly to explain areas of blockage.

To enable our people to participate in the processes that are part of the RDP and to infuse therein ANC perspectives without being Factionalist.

To bring into effect our desire for a politically coherent ANC wherever individual members may be deployed through the provision of relevant, timely and empowering information.

e) We need to find a way to Claim credit for the ANC on the achievements of the GNU. Information is essential if we are to succeed in this regard. this will have an impact on our re-election chances.

3.4

3.5

3.6

To facilitate conflict resolution and help resolve disputes affecting state, political and religious sectors.

To be responsible for ensuring that suitable persons lead devotions at national, provincial or local ANC Conferences or other public events.

To make advice available, and take responsibility as far as the ANC is concerned, for the conduct of funerals, wakes and weddings, in consultation with the families involved.

3.7

To promote national unity and reconciliation.

4.

Request to the ANC NEC

4.1

4.2

4.3

4.4

4.5

4.6

that the establishment of a Commission for Religious Affairs at National and Provincial levels be endorsed as official ANC policy.

that the Commission for Religious Affairs relates directly to the NEC via the Presidency.

that the members of the Commission for Religious Affairs be accountable to, and appointed by the NEC, for a period of three years, renewable by two years.

that four or five persons be appointed by the NEC to establish a nucleus of the Commission which will continue consultation among all the major religious stake holders in South Africa.

that the ANC makes available the basic administrative infrastructure for the Commission.

that Provincial and local structures of the ANC enact similar Commissions as they see fit.

Conclusion

Consultation on this matter-included some religious organisations as well as Members of Parliament from all the major faiths.

After a formal endorsement of the proposal by the NEC, the Commission will work out its programme of action in consultation with all the relevant structures.

7. T. Modise

8. J. Nhlanhla

Political Education Committee

Tasks

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Oversee the movementâ\200\231 5 political education programme and report regularly;
guide the development of curricula;
develop a cadre development policy for the organisation.

Political Education Committee members

1. R. Suttner (Chairperson)

3. C. Ngakula

5. N. Maphisa

7. B. Nzimande

2. S. Ndebele

4. P. Mokaba

6. L. Mti

8. S. Tshwete

Parliamentary Committee

Tasks

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Monitor the legislative programme at national and provincial level and
coordinate its work with all the caucuses and process matters for decision;
monitor the deployment of all elected representatives.

Parliamentary Committee members

1. M. Manzini (Chairperson)

3. B. Kgotsitsile

5. E. Pahad

2. A. Stoi-\201le

4. F. Ginwala

6 T. Manuel

Governance Committee

Tasks

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monitor process of governance at national, provincial and local level;
convene meetings of the cabinet caucus;
provide political direction to ANC functioning in government.

Governance Committee members

1. T. Manuel (Chairperson)

3. P. Jordan

5. C. Ngakula

7. A. Pahad

2. T. Mbeki

4. Z. Skweyiya

6. C. Carolus

8. A. Tambo

Elections Commission

Tasks

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0

oversee the local government elections campaign;
supervise, and provide direction to, the work of the national election team;
ensure national leadership is integral to the election campaign work.

Elections Commission members

1. S. Macozoma (Chairperson)

3. C. Ramaphosa

5. A. Stofile

2. T. Mbekj

4. C. Carolus

6. P. Jordan

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KwaZulu/Natal Provincial Committee

1. J. Radebe
3. A. Erwin
5. B. Kgositsile
7. V. Moosa
9. S. Ndebele
11. S. Bhengu
13. J. Zuma (Prov Chair)

2. B. Nzimande
4. N. Zuma
6. P. Maduna
8. L. Mti
10. H. Gwala
12. K. Asmal
14. S. Mchunu (Prov Sec)

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Northern Transvaal Provincial Committee

1. S. Mufamadi
3. P. Mokaba
5. A. N20
7. C. Chabane (Prov Sec)

2. C. Ngakula
4. M. Manzini
6. N. Ramathlodi (Prov Chair)

North West Provincial Committee

1. R. Mompoti
3. S. Macozoma
5. R. Kasrils
7. S. Nkondo
9. D. Duma (Prov Sec)

2. S. Tshwete
4. E. Pahad
6. T. Mboweni
8. P. Molefe (Prov Chair)

Western Cape Provincial Committee

1. J. Netshitenzhe
3. F. Ginwala
5. D. Omar
7. P. Jordan
9. J. Makhanya (Prov Sec)

2. T. Manuel
4. R. Suttner
6. T. Yengeni
8. C. Nissen (Prov Chair)

Eastern Cape Provincial Committee

1. G. Marcus
3. W. Mandela
5. W. Mkwai
7. S. Sigcau
9. D. Mafu (Prov Chair)

2. L. Johnson
4. T. Mthintso
6. S. Ngonyama
8. R. Mhlaba
10. B. Gxilishe (Prov Sec)

Gauteng Provincial Committee

1. J. Cronin
3. A. Tambo
5. A. Kathrada
7. M. Sisulu

9. P. Mashatile (Prov Sec)

2. N. Maphisa

4. T. Modise

6. E. Ebrahim

8. T. Sexwale (Prov Chair)

' Eastern Transvaal Provincial Committee

1. Z. Skweyiya

3. T. Mthintso

5. T. Msane

7. S. Zwane (Prov Sec)

2. J. Modise

4. N. Maphisa

6. M. Phosa (Prov Chair)

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10.4 Budget

The budget presented was approved as a provisional budget and that it be further scrutinized as the NEC felt that the amount proposed was inadequate.

10.5 Financial Controls

It was agreed that the financial controls as suggested be adopted.

10.6 Voter Registration Campaign

It was agreed that the campaign for local government elections should be integrated into all ANC programmes and MP/MPLs constituency work.

10.7. Election Structures

The election structures as proposed were accepted subject to further elaboration at Provincial and local level.

11. Finance Commission Report

The Treasurer General tabled the report of the Finance Commission established at the 49th National Conference. After discussion it was decided that we should appoint a Finance Strategy team to determine how the ANC should generate funds.

12. Report from Officials

The Officials' report dealt with

- * The January 8 Statement. An explanation was given as to why the January 8 statement was so short.

- * Cabinet Caucus. It was reported that an ANC Cabinet Caucus had been held.

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6.3

REGIONS

Regional structures of the ANC need to:
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be established and built up;
provide a link between provinces and branches;
coordinate the work of branches;
relate closely to election structures.

.Regional Vlaunchmg conference

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~ by endJune ~

PECs oversee

Setting up election structures

March onwards REC

Participate in list process

Coordination of election campaigning

Marchâ\200\224June

March-Oct

REC

REC

6.4

BRANCHES

As the engines of the ANC from where ANC derives its mass base character â\200\224 it is crucial to
the programme of the ANC that branches fulfilâ\2011 the following functions:

function properly and democratically;
recruit, organise and empower membership;
help establish and participate in RDP councils;
work with civics and alliance structures;
implement the local government elections campaign â\200\224 canvass, campaign, distribute
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Set up local election structures

March

BBC

Intensive local issue campaigning

March-July

Branch members

Popularising candidates

Door-to-door canvassing & voter education

Door-to-door canvassing and campaigning

Sept to Election Day

Branch members

Branch members

Branch members

Early Sept

Aug-Sept

0 International Affairs

- DIP

Â° Legislatures and Governance coordination

- a member from the Youth League

0 a member from the Womenâ\200\231s League.

The NEC must elect the NWC at the meeting of 25-26 February 1995.

ACTION PLANS

NEC

Meetings

25-26 Feb

SGO

22-23 April

NWC

Meetings

Provineial

Visit Provinces

Fortnightly

Monthly

SGO

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tees

Reports

Monthly

Committee

Disciplinary
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Members Code

NEC rules

Discipline rules

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Economic
Transformation G
Committee

Draft paper

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Social Needs

Draft paper

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24 March
22 April.
22 April

10 April
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10 April

Ongoing

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Discipline work

Ongoing

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Political

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General work

Discussion paper

Reports on progress

10 April
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Draft paper
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Security and
Stability
Committee

Do work in accordance with local
government elections programme

Convene cabmet caucus meetlngs

Elections
Commission

Governance
Committee

Paper on coordination

Meetings t0 strategise

10 April

Monthly

10 April

Monthly

Reports on work

Committee

Committee

Committee

Committee

Parliamentary

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Commision

Regularly

Monthly

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Marâ\200\224Oct

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Greetings,

His Excellency the President, the Deputy President of the ANC; the National Chairperson, the Secretary General, the Deputy Secretary General and members of the N.E.C.

We bring you warm greetings from the people who mandated us to present the following memorandum.

1.

The present ANC constitutional position

It is proposed that the ANC 1991 Constitutional provision for a National Chaplain and Provincial Chaplains be envisaged in terms of a corporate ministry on an inter-faith and ecumenical basis, which we propose should be called a Commission for Religious Affairs.

Role of the Commission for Religious Affairs

2.1

2.2

3.1

3.2

An interfaith and ecumenical Consultative Forum for religious and political leaders seeking political and theological insights on current events. This role needs to embrace both the pragmatic and the prophetic, and form a meeting place where such issues can be considered and moved into action.

This

forum will be inclusive of all religious traditions eg Islam, Christians, Jews, African Indigenous churches, Hindus, Buddhists and others.

A Chaplaincy or pastoral role, which in the first instance shall be available for the ANC membership at national, provincial and local level, but also embrace a concern for wider chaplaincies in political, military, Correctional Services, and other para-statal and local activities.

Proposed Functions of the Commission for Religious Affairs

To facilitate a spiritual and moral ministry to the members and leaders of the ANC at national, provincial and local level; and to assist others who may wish to avail themselves of this ministry.

To provide a consultative forum, fostering direct personal links, where the ANC and Religious Bodies can consult together regularly at national, provincial and local levels, to consider matters of mutual interest on a well-informed and cooperative basis.

This will include such issues as capital punishment, surrogate motherhood, religious fundamentalism, the protection of religious freedom in the Constitution, and such issues as may arise from time to time.

3.3

To provide guidance and information to the ANC leadership and structures on religious concerns, activities and opinions.

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4. ANC Proposal for a Communication Strategy

1. A full assessment must be made of what tasks DIP, with the limited resources at its disposal, can realistically fulfil in 2011.

2. Obviously the ANC must have a competent and fully functioning media liaison capacity in order to respond fast to political developments and attacks. This will necessitate a full time media spokesperson at ANC Head Office, and also an ANC Media Liaison Office staffed by a full-time media spokesperson at parliament. The spokesperson at parliament will have to interact very closely with the ANC Caucus, and the Chairpersons of ANC Study Groups as the spokespersons on the particular areas that are covered by their respective Study Groups.

3. The Production Unit will have to receive clarity about their role, and specifically the question of a monthly mouthpiece for the ANC (either Mayibuye or another publication) must be addressed as a matter of urgency. We believe that such a publication, that is specifically aimed at communicating the ANC's point of View and policies, is absolutely crucial. The interaction between the Publication Unit at Head Office and the publicity done at regional level must also be Clarified. Distribution of printed material, and who takes responsibility for distribution at regional level, must also be Clarified.

Parliament

and

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3.1 Research and Monitoring Unit must clarify their job description, With specific reference to the service that they can realistically give to Members of electronic the National

communication With regions must also be re-established urgently. It is

suggested that the Research Unit does not try to be all things to all people, and that they should specifically concentrate on ANC documentation and related research. They can also help MP's to establish electronic contact With Internet, Worlnet and other electronic information systems.

Parliaments.

Regional

4. DIP needs to be run and administered on a daily basis by a full time Head of Division (a general manager).

3?

Provincial coordination forums: local government and infrastructure

8 times a year

?

Strategising workshops between ANC, SANCO and alliance members on local govt and local economic development

3 times a year
(one meeting will include Contralesa)

?

Provincial workshops of ANC, SANCO and alliance members

3 times a year

?

Provincial workshops with Contralesa

twice a year

?

Consultative workshops on:

0 Constitution

0 Local govt and RDP at local level

0 Housing

0 Non-metropolitan and rural local govt

Publication of bulletin on local government, housing and infrastructure

Training sessions for provincial local government coordinators

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6 times a year

6 times a year

6.11.5 LEGISLATURES DIVISION

The Legislature Division needs to fulfil the following functions:

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coordinate our work in the National Assembly, Senate and Provincial Legislatures;
keep all structures of the organisation informed of developments within all legislative processes;
develop a strategic approach to the presentation and enactment of legislation;
monitor deployment of MP8.

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A programme of activities for the Legislatures Division will be developed once a head has been appointed for the division.

6.11.6 GOVERNANCE DIVISION

' The Governance Division needs to fulfil the following functions:

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coordinate the work of ANC representatives in national, provincial and local governments;
ensure that all ANC structures are in touch with government activities;

ensure that, where necessary, the approaches of different levels of government are

uniform.

A programme of activities for the Legislatures Division will be developed once a head has been appointed for the division.

6.1 1.7 INTERNATIONAL DIVISION

In maintaining the world-wide network of relations the ANC has established - and building new relations the International Division will perform the following functions:

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convene a conference of international supporters of the ANC;
establish relations with parties with whom we share common concerns;

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keep abreast of global developments and formulate ANC approaches to them;
develop ANC policy on international relations, involving in the process ANC and
alliance structures.

The programme of the International Division will be developed once a head has been appointed
for the division.

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AFRICAN NA__10NA_L CONGRESS

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25 - 26 FEBRUARY 1995

NATIQNAL EXECUTIVE COMMITTEE

VOLUME1

leave when the first notices for the meeting were sent. The Chairperson promised that the mistake would not happen again.

Members of the NEC expressed dissatisfaction and unhappiness for the wasted time.

2. Apologies

The apologies were noted with the reasons given.

3. Adoption of the Agenda

The Agenda was adopted with the following additions:

- Situation in Natal
- Political Prisoners.

4. Remarks by President

The President welcomed everyone and congratulated all members on their election to the NEC. He hoped that every one had taken time to rest during the festive season holidays.

The President said that the ANC was a fortunate organisation in that it has a leadership of a high caliber such as the NEC members elected at the last conference. The leadership of the ANC over the years worked under difficult conditions but succeeded in mobilizing our people in the face of enormous obstacles. President was confident that the newly elected NEC would rise to the challenges that lie ahead.

The President expressed his concern about the violence in Natal where innocent people were dying in large numbers. He referred to the death of Cde. Bheki Ntuli's mother who had been killed at her home in Natal. He said that it was important that the leadership of the movement should be seen to be with our people when they go through hardships like violence. When leaders of the movement are seen in areas where there is violence the people get encouraged and never give up. The presence of leaders in such areas mobilizes the people.

The ANC lost elections in two provinces because it had serious weaknesses in both areas. In Natal we never penetrated the rural areas.

Lt

6. The Functioning of the NEC

The Secretary General tabled a memorandum on how the NEC should function. The Memorandum was accepted in principle and in particular:

- * That there should be rules for the NEC;
- * NEC members should be allocated specific tasks by doing work in NEC Committees;

- * The following NEC Committees should be set up:

- Provincial Committees
- Economic Affairs Committee
- Security and Stability Committee
- Political Education Committee
- Disciplinary Committee.
- Committee on Governance.

- * The NEC should have agendas that have regular standard items dealing with reports from its committees;

- * The NWC should be composed of people who will have political responsibility for certain areas of the organisation's work;

- * That the comrades who are heading HQ Divisions should be referred to as the Secretariat and not the Management Committee, and that they attend NEC and NWC meetings as observers for purposes of ensuring that NEC and NWC decisions are implemented;

- * That there should be NEC/NWC Secretaries who should be responsible for recording minutes of these structures.

It was further agreed that the memorandum should be re-drafted to take into account some of the suggestions and comments put forward.

7. Composition of the NEC

An analysis of the composition of the NEC as elected by National

(g) We have not as yet been able to balance creatively the tension between

our newsmakers on government (particularly Ministers) and their responsibilities as ANC leaders. The real question is how we take credit for good work done by our comrades in the government without creating the impression that there are party political cabinet members government. on the contrary we seem to get more than our fair share of the blame when things are not going right.

(h) Our people in various government positions have begun to savour the taste of power. The consequence has been belligerent territoriality in certain instances. In such a situation a coherent information policy becomes the first casualty.

(I)

The dispersion has led to a dissipation of the political cohesion of the movement . This has been a consequence of the necessity to operationalise our policies in the context of creating new government policy. This process has not been managed. Consequently we speak as the ANC, at best from various positions and no central thrust and, at worst , there is a deafening silence from the ANC that arises out of all the problems already identified.

3.2.1

There are a number of issues that have a bearing on the information needs of the ANC, but do not issue from dispersion of the ANC in the political system. The following issues are of immediate relevance:

I)

ii)

We are confronted with a situation in which 99% of the media supports a political party that commands 1 % of the support of the people.

The commitment we have to an open society and a free media is seen by some of the media as an opportunity for muckraking that can sap the energy of the ANC and hopefully divide it.

iii) Attempts by the other side to de-emphasise the importance of political power and to shift the real exercise of power to ostensibly independent institutions where the ANC is weak.

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must be made as a matter of absolute urgency. This person must fulfil the extremely important role of acting as a channel for information to and from the ANC inside and outside Parliament.

4. Full time appointments of media officers to all the provinces must take place as a matter of urgency. In close relation to these appointments a capacity building and training programme must be implemented. The reevaluation of the training programme that was in place before the elections should take place.

5. It is urgent that a decision must be made about the future of Mayibuye. Once this has been done a full evaluation of the tasks and the needs of the Production Unit will have to be undertaken.

8. Conclusion

We thank the SC for putting this matter on the agenda even though we were so late in our request. We thank the NBC for a sympathetic listening and for the action that will follow therefrom.

5. The Political Head will have to provide political leadership. However, a clear distinction will have to be made between the work of the Political Head and the Head of the Division. The political Head should not be involved in the day to day running of the Division; he/ she should only be consulted when necessary on daily managerial concerns.

5. What kind of structure is needed for DIP?

The communication strategy that is proposed can be actualised only if a management structure that is geared towards the new needs is set up. We propose a management structure that is represented by the following diagram. An explanation of the diagram follows below:

POLITICAL HEAD!

HEAD OF DIVISION!

[DIVISIONAL MANAGEMENT TEAM]

HEAD OF MEDIA LIAISON

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a
MEDIA LIAISON SECTOR]

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PROVINCIAL SECTOR} INFORMATION SECTOR

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Provincial
media
officers

Production Research Library
Unit

Provincial
media
h'ainer

monitor

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ministerial
spokes-
â\200\235 liaison â\200\234person

ANC
thairs of
Parliament media
standing
committees; ofï-\201cer
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6.11.2 ADMINISTRATION DIVISION

Crucial to the smooth and effective functioning of the ANC, the Administration Division should:

coordinate the different administrative units at national, provincial and regional level, with the aim of creating uniform administrative systems and procedures;
manage and maintain the offices of the ANC;
manage personnel issues and develop the human resource potential of the ANC;
meet the transport needs of the ANC;
work closely with the Finance Division to ensure the most efficient use of ANC
I'CSOUI'CCS.

Revise and update personnel policy manual

by end of March

Personnel

Staff recruitment

ongoing

Personnel/divisions

Compile divisional reports

monthly

HOD

Complete training needs assessment

by 1 March

Personnel

Check payroll inputs

22nd of each month

Personnel officer

Compile divisional organograms

by 1 March

Personnel/
divisional admin

Workshops for administrators

- Headquarters
- Provinces
- Regions

mid-March
end of March
mid-April

HOD
HOD
HOD

Training for administrators

May-June

Outside consultants

Training for PAS, secretaries and receptionists

March

Personnel

Training for switchboard operators

March-April

HOD/Personnel

begin 1 April

Personnel

Personnel

Training for bookkeepers

Compile staff iñ\2011es

Senior management training

May

February

February

Training for performance appraisal

HOD/
Personnel Ofiñ\201cer

Finalisation and introduction of vehicle scheme

HOD/Division heads/
BTS

Transport consultant
HOD

Ofiñ\201cial opening of sub-headquarters in CT

March-April

HOD/
Personnel Officer\201cer

Management skills training

Time management training

Relocation of headquarters

Outside consultants

Personnel

June-July

August

end March/April

March

Apr'l

Salary structure review

Secretariat

SG/DSG/HOD

However, some problems about the general attitude of many ANC leaders to media matters continued to impair the efficiency of DIP. Throughout this period there was a serious lack of co-operation with DIP; and often important decisions and political developments were not communicated to DIP. This general attitude was also evident in the Department's constant struggle to have adequate resources made available to it in order to manage the demands made on it.

After the April 27th elections a number of senior members of DIP became national and regional members of parliament. This meant that the Department's staff contingent was seriously depleted; unfortunately some of the most skilled people left. This together with the continuing lack of full appreciation by the leadership of the importance of a well-functioning DIP to the ANC had a disastrous effect. The photo, Video and sound units left DIP; and the Publishing Unit continues to face serious problems because of exceedingly long delays by the NBC to take a decision about the publishing of a monthly mouthpiece for the ANC. The Media Liaison unit has for all practical purposes ceased to function, depriving the ANC from the ability to respond in any effective way to the many criticisms and attacks that are constantly being launched against it in the media.

At Regional/ Provincial level the Media Departments have all but collapsed. In most provinces there are no longer full-time media officers, and the few that are still employed are inexperienced and without the resources to do the work.

Comrade Jackson Mthembu was appointed as the Head of DIP, but because of a lack of proper staffing back-up and also because he has duties as a Senator, found it impossible to meet all the demands that are being made on him.

In general DIP also suffers from a proper strategical analyses about what its function ought to be in the changed circumstances where the ANC is now also the majority party in government.

The current situation should not be allowed to continue, and there is an urgent need to re-evaluate the role and structures of DIP, and develop a comprehensive media strategy for DIP.

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AFRICAN NATIONAL CONGRESS

VOLUME ONE
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Document

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Egg:

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Agenda

Minutes of Previous Meeting

Strategic Plan for 1995

Memorandum on DIP

Proposal on Chaplaincies

Conference Decisions

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10 - 32

33 - 43

44 - 45

46 - 52

Provincial Ex Officio Members

Gauteng

E. Tvl

E. Tvl.

N. West

N. West

W. Cape

W. Cape

E. cape

E. Cape

N. Cape

N . Cape

Natal

Free State

Free State

(Verbal)

(Verbal)

(Verbal)

(Verbal)

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(Written)

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(Written)

(Verbal)

(Verbal)

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ABSENT

. S. Bhengu

D. Hanekom

M. Mayekiso

S. Ndebele

C. Chabane

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4.

5 .

6. Z. Skweyiya

RESIGNED

1. T. Botha

2. J . Gomomo

DECEASED -

J . Slovo

45. T. Sexwale

46. M. Phosa

47. S. Zwane

48. P. Molefe

49. D. Ndleleni

50. C. Nissen

51. J . Ngculu

52. D. Mafu

53. B. Gxilishe

54. M. Dipico

55. W. Steenkamp

56. S. Mchunu

57. P. Matosa

58. K. Sebothelo

APOLOGIES

1. H. Gwala
2. P. Lekota
3. S. Maeozoma
4. M. Maharaj
5. R. Mhlaba
6. P. Mokaba
7. S. Ngoyama
8. A. Pahad
9. S. Shilowa
10. S. Sigcau
11. P. Mashatile
12. N. Ramathlodi

1. Opening

The National Chairperson opened the meeting and welcomed every one to the 201st meeting of the NEC and wished all members well for the year. The Chairperson apologised for the two hour delay in starting the meeting and explained that this had been occasioned by the different messages that were sent by different staff members who had been on

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the activities of the ANC and its members¹⁸ dispersed across a broad range of sites, with little effective coordination of these activities;
the organisation is facing serious financial and resource shortages;
there is poor communication between the structures of the organisation;
there is insufficient emphasis on strategic planning and effective implementation.

4 .

BROAD PROGRAMME OF WORK

The restructuring of the organisation at all levels is intended to address some of these challenges and realise our key objectives. The physical restructuring is largely complete, however, the capacity of our new structure remains largely untested.

Below are organograms of the constitutional structures of the ANC and the divisions of the organisation at a national level.

NATIONAL CONFERENCE

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Mâ\200\230 NATIONAL EXECUTIVE COMMITTEE

I

NATIONAL WORKING COMMITTEE

I

NEC

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1

NATIONAL OFFICE BEARERS

President

Deputy President

National Chairperson

Deputy Secretary General

Secretary General

Treasurer General

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PEC

Gauteng

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KINatal

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PEC

Regionaâ\200\224JRegional
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Structure

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PRESlDENCY

OFFICE OF THE

OFFICE OF THE

SECRETARY GENERAL

TREASURER GENERAL

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SECRETARIAT

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Governance

Division

International

Division

Admin
Division

Information

Division

Policy/RDP

Division

Legislatures

Division

Finance
Division

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Organising

Division

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To achieve these objectives the organisation needs to address a number of priorities in the coming year. These priorities can be defined in three categories: political, organisational and administrative.

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At a broad political level, the immediate priorities of the ANC are:

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a decisive victory in local government elections;
substantive progress towards the writing and adoption of a democratic constitution;
delivery of, and effective grassroots participation in, the Reconstruction and Development Programme;
fundamental transformation of society at all levels.

-

To put the ANC in a position to achieve these political priorities, the organisation needs to:

-

strengthen its structures at national, provincial and branch level;
embark on a far-reaching programme of cadre development;
develop the capacity of ANC representatives to execute their responsibilities effectively;
maintain the unity of the organisation around the common strategic objectives;
build and strengthen alliances at all levels.

The ANC needs to address its administrative capacity - often an area of neglect. In particular, we should:

-

establish structures and processes at national and provincial level capable of implementing the programme of the organisation;
coordinate all activities of ANC structures and representatives;
establish and maintain effective mechanisms of financial control and progress towards financial self-sufficiency at all levels of the organisation;

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ensure clear lines of communication and accountability within the structures and divisions of the organisation.

3 .

PROBLEM STATEMENT

The ANC victory in last year's democratic elections has correctly been hailed as the single most significant expression yet of our objective of the transfer of power to the majority of South Africans. It has also been noted, however, that this objective remains to be fully realised. It is towards the attainment of the complete transformation of our society that we must now dedicate ourselves.

The obstacles to progress in this regard are numerous. The challenges the ANC will have to meet are plentiful, complex and - in some cases - very new. In the coming year, we will need

' to focus attention on the following problems:

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the organs of state remain largely unchanged;
the successful implementation of the RDP is hindered by the lack of democratic local government;

â\200\230 violence and criminal activity threaten the stability of the country and contrnâ
\200\231bute to

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climate of counter-revolution;
inequality and ineffi-\201ciency remain dominant in the economy;
there remain huge shortfalls in housing, education, health, social welfare and infrastructure development.

The conditions in which we i-\201nd ourselves, together with our inability to remedy some
of the
weaknesses that have long plagued our organisation, means that we are faced with a number
of
challenges internal to the organisation:

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ANC structures are largely inactive and membership is demoralised;
there has been a drain on our leadership through deployment to parliament, legislatures,
government and the public service;

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TRIPARTITE ALLIANCE .

The Tripartite Alliance is situated at the centre of the broad political and organisational front which recognises the leading role of the ANC and is united around the perspectives contained in the Reconstruction and Development Programme. The Alliance has the key responsibility to defend the gains of our democratic revolution, ensure that the RDP is implemented and mobilise our people for their constructive engagement in the process of fundamental transformation of the country.

The Tripartite Alliance should:

- function effectively at all levels;
- embark on joint campaigns;
- participate effectively in joint structures;
- work towards an ANC-led victory in local government elections;
- draw SANCO more into the programme of the alliance;
- be involved in the constitution-making process.

Joint NECs

Strategy meetings

Secretariat

3 per year

Elections

Participate effectively in all structures

Constitution

Participate effectively in all structures

Monitor work

Secretariat

Provinces

Monthly

Secretariat

Meetings

RDP Councils

Meetings

Fortnightly

Secretaries

RDP structures

Ongoing

Secretaries

6.6

YOUTH LEAGUE

The objectives of the Youth League for 1995 are centred around the need for youth development and empowerment throughout the country. In particular, the Youth League will focus on:

-

developing a culture of learning which will include joint programmes on education with SASCO and COSAS;

mobilising youth to ensure an ANC victory in local government elections;

promoting nation-building and reconciliation among youth, in particular;

involving youth in the constitution-making process;

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. establish a strong and effective National Youth Council.

NBC Meetings

YL Secretary

(31% dates

NWC Meetings

Give dates

YL Secretary

Set up election team

March

YL NEC

Identify reps for list committee

6. 7

WOMEN\200\231S LEAGUE

Conference on youth

Give date

YL NBC

YL NEC

March

15

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Constitutional Commission Secretariat

Tasks

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Process issues for commission;
coordinate work of Constitutional Assembly with ANC CA structures in parliament;
monitor work in provinces.

Constitutional Commission Secretariat members

1. Z. Skweyiya (Chairperson)
2. C. Ramaphosa
3. M. Manzini
5. F. Ginwala

4. V. Moosa
6. B. Kgositse

Drafting Committee

Tasks

0

Draft documents on the instruction of the officials, NWC and NEC.

Drafting Committee members

1. J. Cronin (Chairperson)
3. P. Jordan
5. S. Bhengu

2. J. Netshitenzhe
4. M. Maharaj

Finance Committee

Tasks

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Oversee the control of the funds and assets of the ANC;
receive and consider budgets;
receive and consider half-yearly financial statements and other financial management reports before presentation to the NEC;
review financial policy and accounting procedures.-

Finance Committee members

1. A. Stofile (Chairperson)
3. T. Mbeki
5. C. Ramaphosa

Provincial Treasurers

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- . N . Mandela
- . J . Zuma
- . C. Carolus

National Working Committee

6.1.2

The National Working Committee shall meet fortnightly and oversee the work of the movement

between NEC meetings. It should carry out the decisions and instructions of the NEC and Conference, and should submit a report to each NEC meeting.

Members of the NWC should be given oversight responsibility for various aspects of the movement's work. The NWC should ideally be composed of the following categories:

0 six officials

0 seven members each responsible for one of the following:

- Organising
- Political Education
- Policy/RDP
- Provincial matters

COMMISSION AND

RESOLUTIONS

IMPLEMENTATIONS
GOVERNMENT/LEGISLATURE

ANC STRUCTURES

OTHER

6: Land & Agriculture

6.1 Convene a strategic planning session of ANC Premier & Provincial Chairpersons

* NEC & ANC Policy Division

6.2 Establish ANC Agricultural Committees

* NEC & ANC Policy Division

6.3 Convene a national consultative summit to endorse ANC Agricultural Policy

* NEC & ANC Policy Division

tive summit to endorse ANC Agricultural Policy

7: Education

7.1 Launch "Mobilising for a [£61m ing Nation Campaign

8: Emancipation of Women

8.1 Appoint Cabinet Committee to monitor work in all ministries

8.2 Immediate ratification of UN convention on the elimination of all forms of discrimination against women (CEDAW)

* ANC Education Desk

* Emancipation Commission

* Emancipation Commission

* Study groups (Nat & Prov) MEC's, Ministers

* President

* Government, Gender Commission

The Treasurer Generalâ\200\231s Ofi-\201ce, together with the Finance Division, needs to fulfil-\2011 the following functions:

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-

managing the resources and assets of the ANC;
implementing and maintaining systems of i-\201nancial control throughout the organisation;
deveIOping strategies for fundraising (especially for the local government elections).

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Staff

Appointment of Head of Department End Feb

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Personnel, TG,
SG

Evaluation of staff capacity

End March

HOD, TG,
SG/DSG

Devise programmes for staff capcity
building

End April

Personnel with
TG and HOD

Evaluate capacity and install
upliftment programmes for prov
i-\201nancial staff

HOD, TG,
consultant

Controls

Devise mechanisms for checking
usage of ANC property

Initiate controls on usage of
consumables eg. letterheads, bus
cards

March/Apnil

HOD, TG,
consultant

March/April

HOD, TG,
consultant

Immediate

TG, SGO

March/April

HOD, TG

Initiate rigid controls and evaluate all
existing ANC projects

Investigate all instances of misuse of Immediate
ANC funds

Devise and implement methods of
collecting contributions from
Ministers and Parliamentarians

Devise controls to prevent misuse of
funds

Fundraising

Plan fundraising trips by leadership

Ongoing

TG,
accountant,
legislature

At least once a
month

1st week of
March

leadership

HOD, SG, TG

HOD, Admin
Secretary

Local fundraising events

1 7

2Q

IMPLEMENTATIONS

COMMISSION AND

RESOLUTIONS

ANC STRUCTURES

GOVERNMENT/LEGISLATURE

OTHER

8.3 Establish Commission involving rural structures to propose mechanisms to address cultural practices that are oppressive to women. To report to NEC in six months

9: Youth Empowerment
& Development

9.1 Develop a youth policy document

* Organising

* Rural womens' movements

* Policy Division & Youth League

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AFRICAN NATIONAL CONGRESS

NATIONAL EXECUTIVE COMMITTEE

MINUTES

DATE: 21-22 January 1995

VENUE: Ritz Inn Hotel, Cape Town.

In the Chair - J. Zuma (National Chairperson)

PRESENT

1. N. Mandela
 3. C. Ramaphosa
 5. A. Stoi-\\201le
 7. J. Cronin
 9. B. Holomisa
 11. P. Jordan
 13. A. Kathrada
 15. P. Maduna
 17. T. Manuel
 19. G. Marcus
 21. W. Mkwazi
 23. T. Modise
 25. V. Moosa
 27. L. Mti
 29. J . Netshitenzhe
 31. C. Niehaus
 33. C. Nqakula
 35. A. N20
 37. E. Pahad
 39. M. Sisulu
 41. A. Tambo
 43. T. Yengeni
-
2. T. Mbeki
 4. C. Carolus
 6. K. Asmal
 8. L. Hani
-
10. L. Johnson
 12. R. Kasrils
 14. B. Kgosisile
 16. W. Mandela
 18. M. Manzini
 20. T. Mboweni
 22. J. Modise
 24. R. Mompoti
 26. T. Mthintso
-
28. S. Mufamadi
-
30. J . Nhlanhla
 32. S. Nkondo
 34. B. Nzimande
 36. D. Omar
 38. J. Radebe
 40. R. Suttner
 42. S. Tshwete
 44. N. Zuma

AFRICAN NATIONAL CONGRESS

NATIONAL EXECUTIVE COMMITTEE

DATE: 25 - 26 February 1995

VENUE: UWC, Cape Town

TIME: 10H00

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DRAFT AGENDA

- . Opening
- . Apologies
- . Adoption of Agenda
- . Minutes of last NEC
- . State of the Nation - President
- . Discussion of President's input
- . Strategic Plan and Programme of Work

8.

Ofï-\201cials Report

9;

Constitutional Commission Report

10 Local Government Elections

11. Election of NWC

12. Any Other Business

13. Closure

After the ANC'S unbanning in 1990 the process of rebuilding the ANC in the country was accompanied by a continuing expansion programme of the Department of Information and Publicity - at both National and Regional level. An initially very small operation with a few staff members running publishing and media liaison components at Head Office, and fledgling media departments in the regions (often without even a single full-time media officer); was over the next four years expanded to become one of the largest departments in the ANC. Various strong units were developed, among them the Print/Publishing Unit that took responsibility for publishing Mayibuye and all other printed material. A Media Liaison Unit, which grew from a one person unit in 1990 to a staff of four full-time spokespersons and back-up staff. Other units included the photo-unit, video-unit, sound-unit (the old Radio Freedom), and closer to the elections a strong briefing unit was also created.

Every region had at least one full-time Media Officer. Often a second person was employed to deal with the publishing side of matters, and further staff was employed on contract during the last three months before the elections.

In order to build capacity a full time Training facilitator was also employed, who travelled extensively between the regions and ensured that a very extensive training programme was implemented.

During the last month and a half before the elections a media centre was opened at the Carlton Hotel. This operation stood under the control of the Media Liaison Unit, and further staff were employed on contract in order to deal with the huge media interest in the elections.

This expanding department stood under the control of Comrade Pallo Jordan as the Secretary of Information. He was ably assisted by two Deputies: Cde Joel Netshitenzhe and Cde Gill Marcus.

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An objective assessment will indicate that DIP was one of the ANC'S more successful operations. It succeeded in giving the ANC the capacity to respond relatively successfully to the many hostile attacks that it had to face from a biased media. Close to the elections DIP had developed the capacity to beat the National Party in both the publications/ advertising and media liaison field.

Finalisation and introduction of new administrative systems and procedures

June-July

SG/DSG/ HOD/
Division heads/
Prov secretaries

Conduct staff appraisal

June and November

SG/ DSG/ HOD/
Division heads/
Prov secretaries

Compile skills inventory

Arrange annual staff party

workshop for headquarters, provinces and regions

Vehicle maintenance, transport procedures

end of March

end of March

Personnel

Personnel

October

HOD

5.12.3 ORGANISING DIVISION

The Organising Division¹³ central to all the campaigns of the ANC In particular, it should:

assist in launching and building branches and regions;
play an integral role in the local government election campaign, including overseeing the establishment and operation of election structures at all levels;
develop and implement a programme of cadre development;
improve and maintain the operation of the membership system;
empower branches to participate in RDP implementation and the constitution-making process;
build the Tripartite Alliance and relations with MDM structures at all levels.

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provincial and

Revive branches by calling AGMs

by end of March

regional organisers

Recruit at least 500 000 members

up until December

organisers at all
levels

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Strengthening alliance and leagues

end of February

HOD to meet alliance
and league leaders

Organise premier's forum to visit provinces where
we fared badly during elections

by end of March

OD, PECS and
Premiers

Recruitment drive

Political induction

after branch launches

Cadre development

OD, DIP, PECs and
branches

immediately, as part
of voter registration

provincial and
regional organisers

Voter registration launches

Upholding work ethics

from end February

NEC, OD, PECs

immediately

immediately

HOD

OD

5.12.4 RDP AND POLICY DIVISION

The RDP and Policy Division should:

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5.1 The Political Head

This will be a member of the NEC whose main responsibility will be to i-201nd the In practical terms he/ she will ensure that the divisions political leadership. division clearly understands its tasks as dei-201ned by the NBC, in turn, resource the division accordingly. He/ she will not be involved in the day to day running of the division. He/ she Will be consulted only when it is necessary.

5.2 Head of Division

The head of division will be based at HQ in Johannesburg and be part of the organisation management team. He/ she will be responsible for all staff and implementation of the DIP policies throughout the organisation. He/ she will report to the Political Head. He/ she will chair the Divisional Management Team.

5.3 Divisional Management Team

This structure will consist of the nine Provincial Media Ofi-201cers and the Heads of the variou units of the DIP at HQ. It will assist the Head of the Division in the management of the division. Strategy for the division will be proposed, discussed and operationalised at this level.

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5.4 Head of Media Liaison

The Head of Media Liaison will be responsible for the effort of improving the image Of the ANC in the media. He/she will be based at HQ and they will with, Parliamentary media liaison ofi-201cers and the Provincial media liaison ofi-201cers. He/ she will deputise the Head of the Division when the latter is not available.

5.5 Media Liaison Officer in Parliament

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3.2 Challenges facing the ANC in this new situation

In spite of our protestations to the contrary our assumption of the office after the April elections dispersed the ANC throughout the political system and the impact of the dispersion was quite radical. This dispersion had the following news and information consequences for the ANC.

(a)

(b)

(d)

The capacities of HQ and Provincial Offices in various DIP functions declined markedly as comrades moved to legislatures, to civil service, the private sector. Continued uncertainty exacerbated this situation.

News - Making and generation by the ANC became dispersed. Thus news and information gathering and dissemination changed drastically. Our structures could not be responsive to this situation.

The relationship between the ANC constitutional structures and the ANC structures within the political system took time to crystallise. Information flows between the two structured ebbed to a frustrating trickle.

We took a long time to shift our information paradigm from the situation in which we engaged the propaganda of the States and the establishment as if we were still a liberation movement. The fact that we are now part of the governing alliance created a state of near - paralysis in our propaganda.

The institutional cohesion of the ANC was adversely affected by the dispersion. Thanks to corrective measures taken at the interregional summit the situation was arrested and later reversed.

(f)

The President, the greatest newsmaker for the ANC and in the country has had to be shared With (or taken over by) the country. The publicity mileage that we got as the ANC was lost.

A need for a full - time media liaison officer based in Parliament is great, this individual will serve the press gallery in Cape Town on behalf of the ANC. He/ she will work with the nine Provincial media liaison officers to ensure that events and issues at Provincial level are raised with the Parliamentary press. He/ she will work With the ANC Chief Whips in Parliament in their handling of the media. The liaison officer will report to the Head of Media Liaison. He/ she will also work with Provincial Ministerial spokespersons in a discretionary manner.

5.6 DIP units at Head Quarters

All the DIP units at HQ will be led by a head of a unit. The Head of a unit will be a member of the Divisional Management Team to which they will provide reports. The Unit Head will be responsible for everything in his/ her} unit from budgeting, to staff management, efficiency levels, planning etc.

6. Personnel and Staff Component

Staff needs for this structure to function can be easily calculated. this can be

done more efficiently in consultation with the SG and TG offices. The basic principle is that it will have to be a lean but effective structure. It will have to be proactive and develop and adapt a media strategy. In carrying out its mandate The DIP will have to make use of the comrades that are deployed in the Parliamentary system. Dynamic linkages with the constituency offices will have to be maintained.

7. The way forward

1. The NEC must in principle agree to the implementation of the proposed Departmental Structure for DIP.

2. It is absolutely urgent that a full time head for the Department must be appointed to implement these proposals effectively. This person must have the necessary political weight and managerial skills.

3. The appointment of Media Liaison officer in Parliament

Workshops

Training for HQ staff

End March

HOD, Accts
staff, SG, TG

Training for provincial treasury staff

Aprnl/M'ay

HOD, Accts
staff, TG

Devise format for presentation of
monthly statement for NBC and
NWC

Aprnl/M'ay

Discuss methods to implement
systems based on ANC admin
manual

ANC supporting business experts to
set up business ventures

TG, HOD,
business coord

24 March and
ongoing

Aprnl/M'ay

6.11 HQ DIVISIONS

6.11.1 INFORMATION DIVISION

The Information Division has the following key functions:
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developing and implementing a media strategy for the ANC;
developing and implementing an election media strategy;
building media capacity at a provincial and branch level;
meeting the information needs of the ANC.

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Open ANC media liaison office in Parliament ASAP

ASAP"

HOD

Media briefing sessions in CT/HQ

weekly from 30 Mar

Media liaison officer

Production of Mayibuye

monthly from April

Production head

Production of ANC Constitution News

monthly from mid Mar

HOD

Library updates sent to provinces, parliament ASAP and ongoing and legislatures

Librarian

Training of provincial media officers

Updates from prov media officers to HQ

ongoing

monthly

Production of provincial newsletters

from 30 April

Inter-provincial meetings

every three months

Provincial press releases sent to HQ

Develop provincial media strategies for local government elections campaign

daily

April

Prov coordinator

Prov media ofi- \201cers

Prov media ofi- \201cers/
Prov coordinator

Prov media ofi- \201cers/

Prov media ofi- \201cers

Prov coordinator

HOD/Elect team

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IMPLEMENTATIONS

ANC STRUCTURES

GOVERNMENTILEGISLATURE

OTHER

COMMISION AND

RESOLUTIONS

4.4 Establish Constitutional

Commision

5: Local Government

5.] Traditional leaders

- * Request government to centralise the payment of traditional leaders

- * Political education programmes for traditional leaders on rights & duties

- * Establish government commission to investigte restoration of traditional leadership to heriditary leaders

5.2 Call a national elections strategy workshop by February 1995

5.3 Establish RDP Oï¬\202ices and RDP Standing Committees in all local governments support

5.4 Launch integrated campaign for socioaeconomic transformations

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- * Cabinet

- * ANC Political Education School

- * Ministry of Constitutional Affairs

8 Local Governments

- * Organising & Local Government Divisions

- * ANC branches

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8. T. Manuel
10. P. Molefe
12. A. Kathrada

7. G. Marcus
9. T. Lekota
11. J. Netshitenzhe

One representative per province
Women's League representative
Youth League representative
COSATU representative
SACP representative
SANCO representative

Local Government Elections National List Committee (ad hoc)

Tasks

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Draw up list procedure guidelines;
ensure strict enforcement of guidelines;
mediate in provinces where disputes arise;
ensure process is administratively simple and efficient.

National List Committee members

1. S. Tshwete (Chairperson)
2. C. Ramaphosa
3. C. Carolus
5. W. Sisulu

COSATU
SACP
SANCO

4. A. Stofile

Constitutional Commission

Tasks

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Strategise and process the movement's constitutional positions for presentation to the NWC and the NBC;
coordinate the constitution-making process in the CA;
ensure that Provincial Constitutional Commissions function.

Constitutional Commission members

1. Z. Skweyiya (Chairperson)
2. N. Mandela
3. T. Mbeki
5. C. Ramaphosa
7. A. Stofile
9. F. Ginwala
11. P. Maduna

4. J. Zuma
6. C. Carolus
8. J. Nhlanhla
10. S. Mufamadi
12. B. Kgosisile
14. B. Ncguka
16. B. Mabandla
18. J. Netshitenzhe
20. M. Phosa
22. V. Moosa

- 13. D. Omar

15. M. Manzini

17. J . Modise

19. M. Maharaj

21. K. Asmal

One representative per province

Women's League representative

Youth League representative

COSATU representative

SACP representative

SANCO representative

The Secretary General and Deputy Secretary General will finalise the Women's League programme with the officials and insert it in this document.

NEC Meetings
NWC Meetings

WL Secretary

WL Secretary

Give dates

Give dates

Set up election team

March

WL NEC

Identify reps for list committee

Conference on women

WL NEC

Give date

WL NEC

March

6. 8

PRESIDENCY

The President, Deputy President and National Chairperson need to continue their important political interventions when the need arises. The President will continue to spend one day a week at HQ, and efforts will be made to arrange a regular time when the Deputy President and National Chairperson can be at HQ.

6. 9

SECRETARY GENERAL'S OFFICE

The key functions of the Secretary General's Office are:

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Coordinate the work of the organisation efficiently and effectively at all levels; ensure that the administration of the ANC is efficient;

coordinate the work of the NEC, NWC and NEC Committee.

NEC meetings

Quarterly

SG

NWC meetings

Fortnightly

SG

NEC Committees

Ongoing

Committee
Secretaries

Officials meetings

Weekly

DSG

HQ Secretariat

Weekly

Overall
Coordinator

Ongoing

Feb-Oct

SG/DSG

Provinces

SG/DSG

Elections

Prov Secs Forum

Constitution-making

Inter Provincial Summit

MDM Conference

Fortnightly

November

SG/DSG

SG/DSG

SG/DSG

Ongoing

Monthly

April

May

Alliance

SG

DSG

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STRATEGIC PLAN FOR 1995

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INTRODUCTION

This document is a culmination of the strategising and planning work that has taken place over the last couple of months. It provides a thorough and detailed plan of the priorities, activities and plans of the ANC for 1995 based on:

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49th National Conference decisions;
NEC decisions;
Management Committee (now Secretariat) decisions;
Divisional plans;
Provincial plans.

In itself, the document attempts to begin addressing a major shortcoming in our organisation - the lack of coherent, realistic and comprehensive planning. We need to move away from the culture of 'crisis management', which for a long time has characterised the way we approach our programme.

This document deliberately emphasises the implementation of decisions, providing a clear time frame for all activities and dividing responsibility among the structures and divisions of the organisation. The plan also makes provision for mechanisms to monitor implementation and do follow-up work, where necessary.

The usefulness of this plan needs to be judged on the basis of whether it:

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is coherent and deepens our understanding of our organisation;
sets out our objectives, action plans and allocation of resources;
responds to our strengths, weaknesses, opportunities and threats;
sets out a broad programme of work that is achievable;
defines the tasks of each structure of the movement in realising our objectives.

Ultimately, though, the test of this plan will be whether we can say, at the end of 1995, that the organisation is stronger than ever before and that we have made substantial progress in realising the strategic objectives of the ANC.

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OBJECTIVES OF THE ANC

Conference resolved that the strategic objective of our struggle remains the building of a united, democratic, non-racial and non-sexist society, as envisaged in the Freedom Charter. The main content of the present phase remains the all-round political, economic and social emancipation of the historically oppressed majority of our country.

The key strategic objectives of the movement in the coming period are therefore:

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deepening democracy through completing the transfer of power to the majority;
the deracialisation of South African society;
building a non-sexist society;
achievement of national consensus on the democratisation process;
destroy all centres of counter-revolutionary violence and destabilisation.

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The collective programme of work of these structures for 1995 is primarily the following:

winning local government elections;
leading the constitution making process;
rebuilding the structures and mass base of the ANC;
developing meaningful grassroots participation in the RDP;
transforming organs of state and society more broadly;
ensuring increased delivery of people's basic needs.

Among the strategies which will be employed in effecting this programme of work are:

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the deployment of MPs and NBC members throughout the country;
effective management of divisions at headquarters;
coordination between the ANC in government, the public service, parliament,
provincial legislatures and ANC structures;
developing sound financial practices and building a culture of self-sufficiency among
our structures;
developing alliances (including the Tripartite Alliance) particularly at provincial,
regional and local levels.

5.

IMPLEMENTATION

Although this document presents an ambitious programme, with proper planning and effective
use of human and other resources the work can be completed and the objectives we
outlined can be achieved. We will also need to impose stringent financial controls to
ensure that
our expenditure for the year does not exceed what is absolutely necessary.

If the effort and the expense are going to be justified, we need to place emphasis on
the
effective implementation of the plans described in this document. The key concern is that
mechanisms for implementation be built into the programme of the ANC for the year. To this
end the following should be agreed upon:
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coordination of the implementation of the programme will take place through the
Secretary General's Office and the national divisions;
NEC committees will have staff dedicated to the smooth running and administration of
their work;
a person will be employed to monitor the implementation of our programme on a full
time basis;
our accountability to ourselves and each other and our structures can ensure proper
implementation.

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' The job of implementation lies ultimately on our effectiveness in developing a clear programme

of action - a programme which is firmly grounded in the objectives of the organisation, and
which takes cognisance of the objective and subjective constraints of the organisation.

COMMISSION AND

RESOLUTIONS

ANC STRUCTURES

IMPLEMENTATIONS

GOVERNMENT/LEGISLATURE

OTHER

- * Tri Partite Alliance

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- * Ministry to draft

- * Convene a workshop on role of community policing forums before end of February 1995

- * Restructuring the SANDF
 - Concept legislation to democratise the Defence Act & military disciplinary code in line with the principles of the Interim Constitution & a civilian ministry of Defence
 - Establish a Service Corps Brigade

- * Give effect to Section 189 of the Interim Constitution (pensions for veterans)

4: Constitution making process

4.1 Hold ANC Constitutional Conference by March 1995

4.2 Conference of all Democratic Forces by April 1995 to discuss ANC constitutional proposals

4.3 Review policy on relationship between different levels of government & allocations of powers

- * ANC study group

- ANC study group: Possible legislation

- * ANC Constitutional Commission

- * ANC Constitutional Commission

- * Policy & RDP with Constitutional Commission

PROVINCIAL STRUCTURES

The provincial structures of the organisation, in particular the PECs, need to perform the following functions:

- all provincial structures must meet on a regular basis in accordance with an agreed schedule of meetings;
- adopt an achievable programme of work with clear action plans;
- complete the restructuring of provinces and launch regions in terms of the guidelines agreed to;
- build and strengthen regions, sub-regions and branches;
- ensure that all PEC members, MPs and MPLs are deployed to do work in the province at regional and branch level;
- oversee establishment of election structures and list process;
- give direction on provincial and local governance.

PGC

Meetings in year

Give dates

PEC

PEC

Regular meetings

Give dates

Prov Sec

Present programme for the year to

31 February

Prov Sec

Regular meetings

Give dates

Prov Sec

Set up Election Team

End February

PEC

PWC

Election

Set up List Committee

End February

PEC

Voter registration

Feb-April

PEC, MPLs,
MPs

Plan and strategise

Feb\200\224April

PEC, Team

People\200\231s Forums

Feb-April

PEC

List Comm

PEC, Team

Voter education

Start canvassing

Choose candidates

Candidates meet voters

Set up Provincial Commission

Delegation to Conference

Major events \200\224- rallies

Sept-Oct

Sept-Oct

PEC

PEC

PWC

PWC

May-Aug

May-Aug

25 March

25 March

Workshop on CA

Win elections

Constitution

End October

Now

May

PEC

Provincial Executive Committees are urged to give more content to this broad programme outline and present their programme to HQ by 31 February 1995.

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Constit'utipnal

Strategise on CA

Commlssmn

Report to NWC

Monthly

Monthly

25 Feb

Commission

Commission
Secretariat

Send paper to provinces

Attend provincial workshops

March

Commission

Constitutional Conference

1-2 April

Commission

MDM Conference

April

Commission

Attend provincial meetings

Ongoing

Commission

Constitutional
Commission
Secretariat

Meetings

Twice weekly

Chairperson

Drafting
Committee

National List
Committee

Do work in accordance with List
Process

First meeting
Finalise budget
Finalise in-2019 finance systems

Committee
Committee
Committee

Prepare statements and documents

Ongoing

15 March
31 March
31 March

Financg:
comm

Mar-Oct

Committee

Committee

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6.]

PROGRAMME OF WORK AND ACTION PLANS

NATIONAL CONSTITUTIONAL STRUCTURES

The National Executive Committee, National Working Committee and national officials need

collectively to fulfil the following key functions:

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provide overall political direction to the organisation;
monitor and evaluate the state of the organisation and the progress of the programme;
deploy leadership to build the organisation at all levels;
give political direction to ANC representatives in government and parliament;
oversee, in particular, the local government election campaign and the constitution-making process.

National Executive Committee

6.1.]

The NEC must meet at least four times a year, but should be able to be convened when the need

arises. All NEC members must attend meetings of the NEC and remain in attendance throughout the meetings. All members of the NEC deployed in committees shall be required to report on their activities whenever the NEC meets.

NEC Committees

Provincial Committees

Tasks

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all provincial committee members must work as a collective and be accountable to each other, the Provincial Executive Committee, the national officials, the NWC and the NEC;

provincial committees must do systematic work in the province in terms of building and strengthening organisation, in particular the local government election campaign;

provincial committees must deal with matters that require NEC intervention; members shall submit regular written reports to the Secretary General.

Each provincial committee will be supported and serviced by staff based in the SGO.

By decision of the NEC the following committees will be established:

Free State Provincial Committee

1. T. Lekota
3. D. Hanekom
5. M. Mayekiso
7. K Sebotlelo (Prov Sec)
2. J . Nhlanhla
4. L. Hani
6. P. Matosa (Provincial Chairperson)

~Northern Cape Provincial Committee

1. M. Maharaj
3. A. Pahad
5. B. Holomisa
7. W. Steenkamp (Prov Sec)

2. B. Mabandla
4. C. Niehaus
6. M. Dipico (Prov Chair)

* A report on the processes we had embarked on with SANCO was tabled.

13. Situation in Natal

The National Chairperson gave a brief\201ng on the situation in Natal regarding violence. It was agreed that measures had to be taken to reduce the violence.

14. Political Prisoners

The plight of political prisoners was discussed and it was decided that:

* A delegation should be sent to explain to the edes. regarding their situation.

*. A delegation should meet the relevant Minister to take this matter to a solution.

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15. Closure

The meeting adjourned at 25-26 February 1995.

. Disciglinagj Qommittee

Tasks

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Investigate any activity or conduct in breach of the Constitution or the Code of Conduct by members of the ANC deployed at any level;
conduct hearings, in accordance with the disciplinary procedure, against any member alleged or suspected of having breached the Constitution or Code of Conduct;
submit reports to the ofï-\20lcials, the NWC and the NEC on work done;
each PEC should set up 3 Disciplinary Committee.

Disciplinary Committee members

1. K. Asmal (Chairperson)
3. A. Erwin
5. W. Mkwayi

2. N. Zuma
4. R. Mompoti
6. Z. Skweyiya

Economic Transformation Committee

Tasks

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The committee shall attend to economic issues and coordinate its work with Policy/RDP Division and the relevant government ministers;
the committee shall report to the ofï-\20lcials, the NWC and the NEC.

Economic Transformation Committee members

1. T. Mboweni (Chairperson)
3. T. Manuel
5. S. Sigcau
7. J . Radebe

2. A. Erwin
4. G. Marcus
6. M. Sisulu
8. D. Hanekom

Social Needs Committee

Tasks

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Attend to matters pertaining to social needs and coordinate its work with the Policy/RDP Division and relevant government ministers;
report to the ofï-\20lcials, NWC and NEC regularly and process matters requiring decision.

Social Needs Committee members

1. S. Nkondo (Chairperson)
3. B. Nzimande
5. D. Hanekom
7. W. Mandela

Securigg and Qtabiligg Committee

2. S. Bhengu
4. A. Tambo
6. T. Modise

Tasks

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The committee shall deal with all matters regarding the security and stability of the country;
reports shall be presented regularly.

Security and Stability Committee members

1. S. Mufamadi (Chairperson)
3. T. Yengeni
5. R. Kasrils

2. J . Modise
4. L. Mti
6. B. Holomisa

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Conference was presented. The President expressed a concern that the NEC as presently constituted lack the type of balance required for our organisation in terms of geographic representation and gender and also that there were no less than 24 members of Cabinet and Deputy Ministers on the NEC, many of whom were too busy with work in their ministries. After discussion it was felt that the matter should not be taken any further.

The vacancies that had occurred following Cde J . Slovo's death and the withdrawal from the NEC by Cdes. T. Botha and J. Gomomo were discussed. It was decided that the vacancies should be filled by the three women with the highest votes following the sixtieth candidate. It was noted that the three comrades who would replace the above mentioned comrades would be Cdes N. Maphisa, B. Mabandla and T. Msane.

9. NWC

It was agreed that the NWC should be elected at the next NEC meeting.

9. Conference Evaluation

There being little time left, it was decided that we should not deal with this matter. It was proposed that the evaluation of National Conference should be more political rather than technical.

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Local Government Proposals

10.1 Local Government National Election Co-ordinator

The NEC agreed that the officials should finalise this matter.

10.2. Election strategy Workshop

It was agreed that the workshop should be held and that NEC members should attend.

10.3 National List Committee

It was agreed that the National List Committee should be appointed.

In W.Cape we faced blatant racism and we were not able to counter the strategies of the NP effectively. We need to give priority to strengthening organisation in the two provinces.

The President continued to say that the ANC has sound policies but we could only address our weaknesses through organisation.

The President remarked about the threatening strikes in the civil service. Some of these strikes were accompanied by sit-ins in government buildings and hostage taking.. He commended Cde Zola Skweyiya in the way he was handling this problem but said that the problem was too large for one person. Cde Zola Skweyiya needed the support of other ministers in handling this problem.

Equally important is the local government elections. These elections are going to be more complex than the general elections. At local level we will have to be dealing with specific local issues. The registration of voters will be a challenging task. This means that the NEC will have to work out a plan to ensure that we win the elections. If we don't win the local government elections, then the implementation of the RDP will be undermined. If we as NEC members work hard we can consolidate the gains we have already made and be successful in the elections.

The NEC will brief the NEC on how the NEC should function. The structures he will propose will require a lot of human and financial resources. This brings to the fore the question of our financial resources. We will need to involve all NEC members in fund-raising. This is an issue that many leaders in the movement ignore.

The President concluded by wishing all members luck and success in their work as NEC members.

5. The Indemnity Issue

The President gave a report on his meeting with Mr. De Klerk following the meeting of the Cabinet when the indemnity issue was discussed. After discussion it was agreed that the proposals set out in Cde. D. Omar's statement as Minister of Justice should be endorsed.

monitor the implementation of the RDP;
develop ANC policy on an on-going basis;
provide capacity for the ANC in government;
ensure the coordination of ANC work in various sites of deployment;
oversee the ANC input into the constitution-making process, including the work of the

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Constitution Commission.

Constitutional Commission meetings

Monthly

ANC Constitutional Conference

31 March - 2 April

Ensuring full participation of ANC and MDM ongoing
structures in implementation of RDP

RDP coordinator

Setting up provincial RDP councils

RDP coordinator

Ensure full participation of RDP council
participants in Local Development Forums

ongoing

RDP coordinator

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Set up policy and RDP section in
subâ\200\224headquarters

Work closely with ANC chief whip and
chairs of ANC study groups

ongoing

Policy and RDP
section in CT

National Sectoral coordinating forums

about 4 times a year

coordinators

Meetings of coordinators

regularly

Meetings between coordinators and ANC
committee of Chairpersons of study groups

regularly

RDP coordinator in
CT

Consultations with tripartite alliance, MDM
and other organs of civil society

regularly

monthly and
bi-monthly

Human Development
coordinator

Publication of ANC policies and info sheets

as needed

Health meetings of ANC MECs for health
and people involved in health in provinces

RDP council health sector and provincial
RDP council/forum health sector meetings

Education meetings of MECS, parliamentary
study group and ANC provincial
Chairpersons on education

Infrastructure

every six weeks

Civil service workshop in preparation for a
conference

National Coordination Forum:
Local Government

Local Govt and
Infrastructure coord

Local Govt and
Infrastructure coord

Human Development
coordinator

Arts and culture meeting

Science and technology seminar

Human Development
coordinator

monthly

regularly

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monthly

National Coordination Forum:

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1.

INTRODUCTION

A strategy meeting of the Department of Information and Publicity(DIP) was held at Shell House on the 13 February 1995. The meeting was attended by 25 Comrades representing all nine ANC regions, all units of DIP in Johannesburg and Cape Town and CDE's from the National and Gauteng Region.

The purpose of the meeting was to take a critical look at the effectiveness of the DIP, to evaluate its strengths and weaknesses and to develop a strategy for enhancing the strenghts and eradicating the weaknesses.

Reports were received from all provinces and all units of the Department. They were discussed at length.

It was decided that what is need is an integrated media strategy that will ensure that our media capacity is commensurate to the challenges that the current political conjuncture has thrown up.

A number of comrades were given the task of preparing and processing the views that are contained in the section that follow hereunder. The intention was to take advantage of the process of restructuring that is underway and thus to submit this document as the humble contribution of the Department of Information and Publicity to this process.

2. What has happened, to the DIP since the elections?

3. What are the information needs of the ANC in the present context?

3.1 Introduction

We have raised this question in the context of the change brought about by the April elections. The real question here is whether the DIP, as it has been traditionally structured and researched or in some other form, is still needed by the ANC. We can only answer this question if we clearly deĩ-\\201ne the information needs of the ANC at this time.

ANC STRUCTURES

OTHER

IMPLEMENTATIONS GOVERNMENT/LEGISLATURE

- * Study group on Justice
- * Minister via Cabinet
- * Human Rights organisation,
Legal organisation
- * DIP to make preposal to NBC
- * Submissions to the LEA.

COMMISSION AND

RESOLUTIONS

- * Establish the central office of
the AG

1.3 Media

- * Adopt policy on transformation
of SACS, the public broadcaster,
the role of provinces in public
media

2: Transforming the Economy

- * Budget reprioritisation
- * Review of Security sector in-
cluding Denel, Armscor
- * Set up Special Task Team on job
creation
- * Transforming state institutions
- * Review tender system to assist
small contractors
- * Develop policy on
- Black economic empowerment
for communities rather than
individuals

- * ANC Policy & RDP division with
respective NCF'S

- * NEC, ANC study groups on De-
fence & Safety Security. Economics
NCF

- * Study groups & Economics NCF

- * ANC Economics Desk

* Policy & RDP Division to submit
to NBC

* Cabinet

* Finance Standing Committee
Cabinet

* RDP Councils, MDM formations

* NEDLAC

* Small & black business organisa-
tions

3.4

3.5

3.6

To facilitate conflict resolution and help resolve disputes affecting state, political and religious sectors.

To be responsible for ensuring that suitable persons lead devotions at national, provincial or local ANC Conferences or other public events.

To make advice available, and take responsibility as far as the ANC is concerned, for the conduct of funerals, wakes and weddings, in consultation with the families involved.

3.7

To promote national unity and reconciliation.

4.

Request to the ANC NEC

4.1

4.2

4.3

4.4

4.5

4.6

that the establishment of a Commission for Religious Affairs at National and Provincial levels be endorsed as official ANC policy.

that the Commission for Religious Affairs relates directly to the NEC via the Presidency.

that the members of the Commission for Religious Affairs be accountable to, and appointed by the NEC, for a period of three years, renewable by two years.

that four or five persons be appointed by the NEC to establish a nucleus of the Commission which will continue consultation among all the major religious stake holders in South Africa.

that the ANC makes available the basic administrative infrastructure for the Commission.

that Provincial and local structures of the ANC enact similar Commissions as they see fit.

Conclusion

Consultation on this matter-included some religious organisations as well as Members of Parliament from all the major faiths.

After a formal endorsement of the proposal by the NEC, the Commission will work out its programme of action in consultation with all the relevant structures.

iv) Problems facing the ANC is exaggerated, tendentiously reported on and orchestrated to create an impression of confusion, corruption, predatory political behaviour, financial bankruptcy etc. In this scenario, the ANC is projected as being only held together by the President. If one removes the President the ANC will self destruct.

v)

In the jockeying for advantage within the movement, certain comrades are using the media by providing it with information that should remain privileged. Often this information is slanted in order to create a particular impression which may not necessarily coincide with the truth. This complicates life extremely for the DIP.

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3.2.2_ What then are information needs of the ANC

Flowing from this context the information needs of the ANC have changed. What then are the information needs of the ANC? here are some Pointers:

a)

b)

c)

d)

Keep membership informed of the activities, policies and the strategic thrust of the ANC in the new situation.

To inform members of the ANC on the programme of the GNU from the ANC perspective, particularly to explain areas of blockage.

To enable our people to participate in the processes that are part of the RDP and to infuse therein ANC perspectives without being Factionalist.

To bring into effect our desire for a politically coherent ANC wherever individual members may be deployed through the provision of relevant, timely and empowering information.

e) We need to find a way to Claim credit for the ANC on the achievements of the GNU. Information is essential if we are to succeed in this regard. this will have an impact on our re-election chances.

7. T. Modise

8. J. Nhlanhla

Political Education Committee

Tasks

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Oversee the movementâ\200\231 5 political education programme and report regularly;
guide the development of curricula;
develop a cadre development policy for the organisation.

Political Education Committee members

1. R. Suttner (Chairperson)

3. C. Ngakula

5. N. Maphisa

7. B. Nzimande

2. S. Ndebele

4. P. Mokaba

6. L. Mti

8. S. Tshwete

Parliamentary Committee

Tasks

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Monitor the legislative programme at national and provincial level and
coordinate its work with all the caucuses and process matters for decision;
monitor the deployment of all elected representatives.

Parliamentary Committee members

1. M. Manzini (Chairperson)

3. B. Kgositsile

5. E. Pahad

2. A. Stoi-\201le

4. F. Ginwala

6 T. Manuel

Governance Committee

Tasks

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monitor process of governance at national, provincial and local level;
convene meetings of the cabinet caucus;
provide political direction to ANC functioning in government.

Governance Committee members

1. T. Manuel (Chairperson)

3. P. Jordan

5. C. Ngakula

7. A. Pahad

2. T. Mbeki

4. Z. Skweyiya

6. C. Carolus

8. A. Tambo

Elections Commission

Tasks

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oversee the local government elections campaign;
supervise, and provide direction to, the work of the national election team;
ensure national leadership is integral to the election campaign work.

Elections Commission members

1. S. Macozoma (Chairperson)

3. C. Ramaphosa

5. A. Stofile

2. T. Mbekj

4. C. Carolus

6. P. Jordan

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10.4 Budget

The budget presented was approved as a provisional budget and that it be further scrutinized as the NEC felt that the amount proposed was inadequate.

10.5 Financial Controls

It was agreed that the financial controls as suggested be adopted.

10.6 Voter Registration Campaign

It was agreed that the campaign for local government elections should be integrated into all ANC programmes and MP/MPLs constituency work.

10.7. Election Structures

The election structures as proposed were accepted subject to further elaboration at Provincial and local level.

11. Finance Commission Report

The Treasurer General tabled the report of the Finance Commission established at the 49th National Conference. After discussion it was decided that we should appoint a Finance Strategy team to determine how the ANC should generate funds.

12. Report from Officials

The Officials' report dealt with

- * The January 8 Statement. An explanation was given as to why the January 8 statement was so short.

- * Cabinet Caucus. It was reported that an ANC Cabinet Caucus had been held.

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KwaZulu/Natal Provincial Committee

1. J. Radebe
3. A. Erwin
5. B. Kgositsile
7. V. Moosa
9. S. Ndebele
11. S. Bhengu
13. J. Zuma (Prov Chair)

2. B. Nzimande
4. N. Zuma
6. P. Maduna
8. L. Mti
10. H. Gwala
12. K. Asmal
14. S. Mchunu (Prov Sec)

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Northern Transvaal Provincial Committee

1. S. Mufamadi
3. P. Mokaba
5. A. N20
7. C. Chabane (Prov Sec)

2. C. Ngakula
4. M. Manzini
6. N. Ramathlodi (Prov Chair)

North West Provincial Committee

1. R. Mompoti
3. S. Macozoma
5. R. Kasrils
7. S. Nkondo
9. D. Duma (Prov Sec)

2. S. Tshwete
4. E. Pahad
6. T. Mboweni
8. P. Molefe (Prov Chair)

Western Cape Provincial Committee

1. J. Netshitenzhe
3. F. Ginwala
5. D. Omar
7. P. Jordan
9. J. Makhanya (Prov Sec)

2. T. Manuel
4. R. Suttner
6. T. Yengeni
8. C. Nissen (Prov Chair)

Eastern Cape Provincial Committee

1. G. Marcus
3. W. Mandela
5. W. Mkwazi
7. S. Sigcau
9. D. Mafu (Prov Chair)

2. L. Johnson
4. T. Mthintso
6. S. Ngonyama
8. R. Mhlaba
10. B. Gxilishe (Prov Sec)

Gauteng Provincial Committee

1. J. Cronin
3. A. Tambo
5. A. Kathrada
7. M. Sisulu

9. P. Mashatile (Prov Sec)

2. N. Maphisa

4. T. Modise

6. E. Ebrahim

8. T. Sexwale (Prov Chair)

' Eastern Transvaal Provincial Committee

1. Z. Skweyiya

3. T. Mthintso

5. T. Msane

7. S. Zwane (Prov Sec)

2. J. Modise

4. N. Maphisa

6. M. Phosa (Prov Chair)

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0 International Affairs

- DIP

Â° Legislatures and Governance coordination

- a member from the Youth League

0 a member from the Womenâ\200\231s League.

The NEC must elect the NWC at the meeting of 25-26 February 1995.

ACTION PLANS

NEC

Meetings

25-26 Feb

SGO

22-23 April

NWC

Meetings

Provineial

Visit Provinces

Fortnightly

Monthly

SGO

SGO

C0

tees

Reports

Monthly

Committee

Disciplinary
conumm

Members Code

NEC rules

Discipline rules

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Economic
Transformation G
Committee

Draft paper

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Social Needs

Draft paper

K. Asmal
K. Asmal
K. Asmal

Committee
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Committee

Committee

24 March
22 April.
22 April

10 April
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ngomg

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10 April

Ongoing

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Discipline work

Ongoing

Committee

Political

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Commlttee

General work

Discussion paper

Reports on progress

10 April
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ngomg

Draft paper
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Committee
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omnnttee

Security and
Stability
Committee

Do work in accordance with local
government elections programme

Convene cabmet caucus meetlngs

Elections
Commission

Governance
Committee

Paper on coordination

Meetings t0 strategise

10 April

Monthly

10 April

Monthly

Reports on work

Committee

Committee

Committee

Committee

Parliamentary

Committee

Comnnttee

Commision

Regularly

Monthly

Commlttee

Marâ\200\224Oct

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6.3

REGIONS

Regional structures of the ANC need to:
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be established and built up;
provide a link between provinces and branches;
coordinate the work of branches;
relate closely to election structures.

1Regional Vlaunchmg conference

by endJune

PECs oversee

Setting up election structures

March onwards REC

Participate in list process

Coordination of election campaigning

Marchâ\200\224June

March-Oct

REC

REC

6.4

BRANCHES

As the engines of the ANC from where ANC derives its mass base character â\200\224 it is crucial to
the programme of the ANC that branches fulfilâ\201 the following functions:

function properly and democratically;
recruit, organise and empower membership;

7 help establish and participate in RDP councils;

work with civics and alliance structures;
implement the local government elections campaign â\200\224 canvass, campaign, distribute
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BBC

Set up local election structures
Intensive local issue campaigning

Branch members

March-July

March

Popularising candidates

Door-to-door canvassing & voter education

Sept to Election Day

Door-to-door canvassing and campaigning

Branch members

Branch members

Branch members

Early Sept

Aug-Sept

IMPLEMENTATIONS

ANC STRUCTURES

GOVERNMENT/LEGISLATURE

OTHER

COMMISSION AND

RESOLUTIONS

- Direct investment

* Establish ANC Economics Commission (NCF)

3: Stabilising the Country & 'D'ans forming the Security Services

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- study groups to drive legislation

* Adopt a comprehensive approach to arms control

- support "gun free SA"

- regular audit of arms & legal arsenals by an independent authority
â\200\224 Call Southern Africa summit on arms control & regional security

- Restructure Armscor

- Review licensing procedures & legislation on possession & carrying of weapons in public

- Safety & security at ports & airports to revert to state functions

- Develop a comprehensive programme to stop politically motivated violence

- Attend to poor working conditions of police

* Establishing Community Policing Forums

Affairs

â\200\224 Ministry of Public Enterprises

- ANC Economic NCF

- ANC study groups on Safety & Security

- Ministries of Security & Foreign

- POPCRU

* Ministry must provide resources to

enable meaningful community
participation

â\200\224 ANC Provinces

- Cabinet

- * MDM formations at local level

- Minister of Safety & Security

- Ministry of Safety & Security

4. ANC Proposal for a Communication Strategy

1. A full assessment must be made of what tasks DIP, with the limited resources at its disposal, can realistically fulfil in 2011.

2. Obviously the ANC must have a competent and fully functioning media liaison capacity in order to respond fast to political developments and attacks. This will necessitate a full time media spokesperson at ANC Head Office, and also an ANC Media Liaison Office staffed by a full-time media spokesperson at parliament. The spokesperson at parliament will have to interact very closely with the ANC Caucus, and the Chairpersons of ANC Study Groups as the spokespersons on the particular areas that are covered by their respective Study Groups.

3. The Production Unit will have to receive clarity about their role, and specifically the question of a monthly mouthpiece for the ANC (either Mayibuye or another publication) must be addressed as a matter of urgency. We believe that such a publication, that is specifically aimed at communicating the ANC's point of View and policies, is absolutely crucial. The interaction between the Publication Unit at Head Office and the publicity done at regional level must also be Clarified. Distribution of printed material, and who takes responsibility for distribution at regional level, must also be Clarified.

Parliament

and

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3.1 Research and Monitoring Unit must clarify their job description, With specific reference to the service that they can realistically give to Members of electronic the National

communication With regions must also be re-established urgently. It is

suggested that the Research Unit does not try to be all things to all people, and that they should specifically concentrate on ANC documentation and related research. They can also help MP's to establish electronic contact With Internet, Worlnet and other electronic information systems.

Parliaments.

Regional

4. DIP needs to be run and administered on a daily basis by a full time Head of Division (a general manager).

3?

Greetings,

His Excellency the President, the Deputy President of the ANC; the National Chairperson, the Secretary General, the Deputy Secretary General and members of the N.E.C.

We bring you warm greetings from the people who mandated us to present the following memorandum.

1.

The present ANC constitutional position

It is proposed that the ANC 1991 Constitutional provision for a National Chaplain and Provincial Chaplains be envisaged in terms of a corporate ministry on an inter-faith and ecumenical basis, which we propose should be called a Commission for Religious Affairs.

Role of the Commission for Religious Affairs

2.1

2.2

3.1

3.2

An interfaith and ecumenical Consultative Forum for religious and political leaders seeking political and theological insights on current events. This role needs to embrace both the pragmatic and the prophetic, and form a meeting place where such issues can be considered and moved into action.

This

forum will be inclusive of all religious traditions eg Islam, Christians, Jews, African Indigenous churches, Hindus, Buddhists and others.

A Chaplaincy or pastoral role, which in the first instance shall be available for the ANC membership at national, provincial and local level, but also embrace a concern for wider chaplaincies in political, military, Correctional Services, and other para-statal and local activities.

Proposed Functions of the Commission for Religious Affairs

To facilitate a spiritual and moral ministry to the members and leaders of the ANC at national, provincial and local level; and to assist others who may wish to avail themselves of this ministry.

To provide a consultative forum, fostering direct personal links, where the ANC and Religious Bodies can consult together regularly at national, provincial and local levels, to consider matters of mutual interest on a well-informed and cooperative basis.

This will include such issues as capital punishment, surrogate motherhood, religious fundamentalism, the protection of religious freedom in the Constitution, and such issues as may arise from time to time.

3.3

To provide guidance and information to the ANC leadership and structures on religious concerns, activities and opinions.

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keep abreast of global developments and formulate ANC approaches to them;
develop ANC policy on international relations, involving in the process ANC and
alliance structures.

The programme of the International Division will be developed once a head has been appointed
for the division.

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COMMISSION AND
IMPLEMENTATIONS
RESOLUTIONS

ANC STRUCTURES
GOVERNMENT/LEGISLATURE
OTHER

1: 'Information of state machinery

1.1 Civil Service

* White Paper on transformation

* Interim Constitution

* Civil Service National

Co-ordinating Forum

ANC Parliamentary Study Groups

(Nat & Prov)

* NEC to examine the necessity to
amend

* Parliament 1995 - 201st session

* Alliance

* Executive Action

* Study corps to monitor

* Minister

* PSC

* Structures

* Study groups to monitor

* Establish an ANC public service
unit in SGO

* Minister to lead on

- government review of mandate of
PSC

~ Establishing a full government
department

1.2 Judiciary

* Establish independent representa
tive prosecution authority

* Human Rights organisations

Legal organisations

* Study groups on Justice

* Minister via Cabinet

* NEC

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* Establish broad forum

Provincial coordination forums: local government and infrastructure

8 times a year

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Strategising workshops between ANC, SANCO and alliance members on local govt and local economic development

3 times a year
(one meeting will include Contralesa)

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Provincial workshops of ANC, SANCO and alliance members

3 times a year

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Provincial workshops with Contralesa

twice a year

?

Consultative workshops on:

0 Constitution

0 Local govt and RDP at local level

0 Housing

0 Non-metropolitan and rural local govt

Publication of bulletin on local government, housing and infrastructure

Training sessions for provincial local government coordinators

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6 times a year

6 times a year

6.11.5 LEGISLATURES DIVISION

The Legislature Division needs to fulfil the following functions:

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coordinate our work in the National Assembly, Senate and Provincial Legislatures;
keep all structures of the organisation informed of developments within all legislative processes;
develop a strategic approach to the presentation and enactment of legislation;
monitor deployment of MP8.

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A programme of activities for the Legislatures Division will be developed once a head has been appointed for the division.

6.11.6 GOVERNANCE DIVISION

' The Governance Division needs to fulfil the following functions:

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coordinate the work of ANC representatives in national, provincial and local governments;
ensure that all ANC structures are in touch with government activities;

ensure that, where necessary, the approaches of different levels of government are

uniform.

A programme of activities for the Legislatures Division will be developed once a head has been appointed for the division.

6.1 1.7 INTERNATIONAL DIVISION

In maintaining the world-wide network of relations the ANC has established - and building new relations the International Division will perform the following functions:

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convene a conference of international supporters of the ANC;
establish relations with parties with whom we share common concerns;

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leave when the first notices for the meeting were sent. The Chairperson promised that the mistake would not happen again.

Members of the NEC expressed dissatisfaction and unhappiness for the wasted time.

2. Apologies

The apologies were noted with the reasons given.

3. Adoption of the Agenda

The Agenda was adopted with the following additions:

- Situation in Natal
- Political Prisoners.

4. Remarks by President

The President welcomed everyone and congratulated all members on their election to the NEC. He hoped that every one had taken time to rest during the festive season holidays.

The President said that the ANC was a fortunate organisation in that it has a leadership of a high caliber such as the NEC members elected at the last conference. The leadership of the ANC over the years worked under difficult conditions but succeeded in mobilizing our people in the face of enormous obstacles. President was confident that the newly elected NEC would rise to the challenges that lie ahead.

The President expressed his concern about the violence in Natal where innocent people were dying in large numbers. He referred to the death of Cde. Bheki Ntuli's mother who had been killed at her home in Natal. He said that it was important that the leadership of the movement should be seen to be with our people when they go through hardships like violence. When leaders of the movement are seen in areas where there is violence the people get encouraged and never give up. The presence of leaders in such areas mobilizes the people.

The ANC lost elections in two provinces because it had serious weaknesses in both areas. In Natal we never penetrated the rural areas.

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6. The Functioning of the NEC

The Secretary General tabled a memorandum on how the NEC should function. The Memorandum was accepted in principle and in particular:

- * That there should be rules for the NEC;
- * NEC members should be allocated specific tasks by doing work in NEC Committees;

- * The following NEC Committees should be set up:

- Provincial Committees
- Economic Affairs Committee
- Security and Stability Committee
- Political Education Committee
- Disciplinary Committee.
- Committee on Governance.

- * The NEC should have agendas that have regular standard items dealing with reports from its committees;

- * The NWC should be composed of people who will have political responsibility for certain areas of the organisation's work;

- * That the comrades who are heading HQ Divisions should be referred to as the Secretariat and not the Management Committee, and that they attend NEC and NWC meetings as observers for purposes of ensuring that NEC and NWC decisions are implemented;

- * That there should be NEC/NWC Secretaries who should be responsible for recording minutes of these structures.

It was further agreed that the memorandum should be re-drafted to take into account some of the suggestions and comments put forward.

7. Composition of the NEC

An analysis of the composition of the NEC as elected by National