

RSW/003/0009/1

30 COPIES  
05/10/92

**Report From the Management Team to the  
Planning Committee - 5 October 92**

This is a brief report of the work the management team has done over the past weeks and hopes to be involved with over the coming weeks. We hope it can serve to structure a programme of work for us at national level.

**1. Work on strategy process :**

Objective : involve the broadest sections of the movement (particularly the leadership at all levels) in a process towards developing a strategy for the election campaign, an ongoing process, which we hope can take some concrete shape by the end of the year.

**Work done :**

Produced a discussion paper on Framework for Election Strategy. At the UWC training workshop we spent a day raising and debating the key strategic issues. This was taken further at the strategy workshop from 25 - 27 September. The workshop was attended by 150 participants. We believe it contributed to establishing a basic framework for the strategy process and provided participants with a useful foundation upon which to build within the regions and sectors they represent. A fairly detailed report of the workshop has been produced and distributed. The report provides a framework for strategy workshops in the regions and suggests a programme of work for the coming months.

**Plans for the coming weeks :**

We have begun to meet with regions and sectors to follow up on the report (S.OFS and S. Natal, Womens League NEC and national organisers) and we hope to meet all REC's by the end of the month. The process of regional and branch workshops is being encouraged. We hope that a team of people can participate in all the regional workshops. Detailed reports of the regional and branch workshop can be usefully consolidated at a strategy workshop with a smaller number of participants. We hope that the planning committee can take this process further. We have asked for time at the next NWC meeting to discuss the report and agree on some process to get NWC input. We have asked to meet with the officials to brief them and get them more fully on board and hope the next NEC meeting will spend time discussing the issue. We have been meeting with "experts" to discuss strategy issues (SDP - Sweden, Greenberg and Tate, Chris Childs, Sawyer and Miller-2 days) and hope to take this further with the MPLA, SWAPO, ZANU, Labour Party (UK) and through observing elections (Angola, Canada, USA, Lesotho). We feel this process needs to be consolidated after more research has been done (focus group work by Craig and Co as well as others we might commission plus opinion surveys (Craig, FES, CDS etc) at a more detailed strategy session involving the broadest participation by early December.



## **2. On Management and administrative issues :**

Objective : set up a fully operational management team, establish administrative systems that can be replicated at regional level, set up computer links with the regions.

Work Done :

Offices secured on 12 floor, hopefully occupy them this week. Have advertised for staff both technical and administrative - hope to interview by the 9th Oct. Have begun negotiations for current ANC staff to be seconded. Need to make some decisions on the HQ structure - relationship to departments before this can be resolved. The feeling of the management team is that a core staff including a media, research, fundraising, legal and constitutional, computer communications systems operator, training co-ordinator, and 3 organisers (MDM, regions and minorities) need to be employed immediately. These people will work through and with the relevant departments as their first point of contact in accomplishing their work. We feel this approach if based on using people from existing departments will contribute to ensuring better integration. The structures can and should be evaluated at the end of the year, but there is a need to establish proper systems of work, since preparation is probably 50% of the answer for running an effective campaign. A well co-ordinated centralised approach is going to be a necessary feature of the campaign, and we need to start building this now.

Others are being approached to work on the campaign on a contractual basis. These are people who will be unable to work for the ANC but can be contracted for a year to do specific work for the campaign.

The issue of a replacement for Kader has yet to be resolved.

## **3. Organisational Issues :**

Objective : Establish proper links with all key national structures that will be involved in campaign, begin to replicate at regional and local level. Establish campaign structures at all levels at least in rudimentary form. Train at least key managers at national and local level and have a programme to train others in place.

We have held discussions with the party and Cosatu which need now to happen at a more substantial level to discuss the details of their political and organisational involvement in the campaign. Arrangements are underway to have meetings with all ANC departments and sections (and hopefully a joint workshop once issues are clearer) to discuss the campaign. Have had a preparatory meeting with Organising Department to discuss their role in campaign.

A long list of organisations that are going to be important to the campaign have been identified and meetings with them need to be set up as soon as possible. These include



the churches, civics, transport organisations, sports and cultural organisations etc. (We hope that an MDM organiser is identified soon who will then have responsibility to follow up).

The debates around strategy at all levels will hopefully give shape to the task of setting up campaign structures.

**Training :** Following the UWC workshop we held discussions with both our key training organisations and the Swedes and have agreed that much of the R1.8m from the Swedes will be used to set up a specialised training unit under the control of ERIP-CDS-UWC to follow up on training. (the jobs were advertised last week - many suitable people have been identified already). This unit will under the supervision of our training co-ordinator conduct our training. A rough programme has been identified (enclosed). More "non - partisan" monies are going to be directed to the same process.

The need to talk with the voter education agencies to try and bring about a co-ordinated strategy has been identified. We have had discussions with Matla and CDS (meet with Matla on 8-10 again). Have met with IMSSA and soon with EFD forum and hopefully can urge them to better co-ordinate the work, message, material and channels for carrying out the work. We will need to send guidelines to regions soon.

**Note :** Matla continuing its work, employing 32 trainers from its courses, investing huge money into a media campaign (newspaper inserts, radio time etc), investigating mobile meeting rooms and video units for rural areas. CDS with NDI - similar media campaign in mind - have done a focus group study to help define message and method. EFD has EC money and IMSSA writing up a manual on voter education based on their civic and union experiences.

**Policy documents :** will be needed for training etc, are being prepared. 200 000 copies in 11 languages ready by mid November.

#### **4. Fundraising and Finance :**

Have begun to search for fundraiser, have had one meeting to look at strategy for fundraising. Once co-ordinator identified, will set up advisory committee with people that can put together strategy and help with the work. Have produced a tentative budget to get work going, will revise within a month. Asking regions to produce budgets as well. Have discussed with T.G., agreement on opening two accounts (Elections Commission and Democratisation Fund), signatories TG and two from management team. Will have own accountant. Need urgently to sort out fundraising and finance policy - who can raise what money from where, how will it be allocated etc. Is clearly a priority area - without which not much else will move.



## **5. Research :**

Have begun to collect basic demographic data. Will be sending outline for community profile work to regions and branches by next week. Strategy workshops will help identify gaps. Need to get a better handle on the Craig/Matla process, consider seriously doing an independent focus groups study (Sawyer Miller an option).

Need to set up a more strategically defined research system. Need also to commission some research into particularly sectors eg. Agricultural, rural, squatter settlements, women, Coloured and other communities etc. to inform strategy.

## **6. Media :**

Need to do research on what works, current media systems (radio, billboards, TV, communicating to illiterate people etc). Need to identify and build relations in a very conscious way with a whole range of resource people (volunteers and paid professionals). Begin to develop a strategy, examine quantitative needs, distribution systems and produce budgets based on different options. Must urgently link into the media work being done by voter education agencies (NDI and Matla in particular), begin to link more directly into work around an independent media commission. Produce some material we will need for fundraising (brochures etc) as well as produce some draft material to test out with regions.

## **7. Constitutional and legal :**

Need to meet with Constitutional and Negotiations Commission to clarify relationship. Need to produce a draft Electoral Act for discussion. Work on registration and identification issues needs to be intensified - we need to take a position soon which can inform our initial mass work with the electorate.



## AFRICAN NATIONAL CONGRESS

### ELECTIONS TRAINING PERSPECTIVES.

September 1992

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#### 1. INTRODUCTION.

Our ability to win the forthcoming elections will be determined by our preparations. Central to these will be the adoption of an election strategy, (a framework and plan), and an election campaign and appropriate structures to run the campaign.

These will in turn rest upon our ability to train personnel at every level to understand and implement the strategy, plan and run the campaign and manage the structures for the campaign.

#### 2. WHAT ARE THE TRAINING NEEDS?

Training can be broken down into two broad interconnected categories.

##### 2.1. VOTER EDUCATION.

A massive campaign of voter education is required to :

- \* teach the population how to vote,
- \* persuade them of the need to vote.

Broad based or non-partisan voter education programmes have been initiated by Matla, Education for Democracy and the CDS/NDI for this purpose. The ANC must understand, link with, support and be involved in these programmes. These must be supported by Alliance voter education programmes to ensure that through these and our participation in the non-partisan initiatives that people vote, but that they vote for the ANC. A minimum of two hundred thousand people will have to be trained for this task.

##### 2.2. ELECTIONS MANAGEMENT TRAINING.

Elections Management Training will be required to train structures at Head Office, Regional and Branch level to run the elections campaign within the framework of the strategy, platform, policies and structures created for the task. This will require training in management and co-ordination systems, organising, canvassing, candidate training, media, research, fundraising and communications. The training and campaigning which will flow from this provides an almost unique opportunity to build democratic structures not only to fight the elections but build a popular movement for democracy beyond the confines of the election campaign.

For these training needs the ANC will firstly be working closely with ERIP and CDS to build an Elections Training Unit to train the structures of the democratic movement. This Unit will work closely with ANC structures and Training Organisations (HAP, CCLS, AFESIS, FCR and others)



to undertake the training processes required. Elections experts from other country's will also be brought into the process if and where required.

The success of this training process will be hinged directly on the ability of the Alliance structures to dovetail with and provide maximum co-operation with this process.

Our strategy, campaign and training preparations should build on our history of mass struggle and adapt this to the requirements and scale of the election.

### 3. **CAPACITY NEEDS.**

The above points to the need to create a national elections coordinating capacity. The following has been proposed-

National Elections Coordinators	30
Regional Elections Coordinators	154
Sub-Regional Elections Coordinators	120
Branch Elections Officers	1 200
Volunteer Canvassers	190 000

### 3. **SUMMARY OF TRAINING NEEDS.**

#### 3.1 **National Elections Coordinators.**

It is proposed that 30 National Elections Coordinators will be employed for the duration of the campaign to oversee and supervise all elections work taking place at national regional and local levels, and ensure that a national elections strategy is implemented. They will need to give coherency to this plan. For this to happen, they will need to get regular reports on progress being made at all levels and in all regions, and will need to identify problems areas and assist in dealing with these as the situation demands. They will ensure that work at a regional level is taking place. They will need the full cooperation of the REC's and in particular the RGS's and Regional Elections Managers.

For them to do their work they will need to be trained in the following areas-

Overall Conception of the Campaign and their Role within it  
ANC Policy  
Election Campaign Platform  
Strategy of the Opposition  
Strategic Planning  
Constitutional and Electoral systems



Management and Administrative systems for the campaign  
Running the Campaigns office  
Coordinating the work of the Regional Coordinators

### **3.2 Regional Elections Coordinators.**

The Regional Elections Coordinators will be a vital component in the overall process. ANC regions will jointly employ 154 to carry out the campaign. They will have the responsibility of reporting to the National Coordinators while at the same time implementing the plan at regional level. They will need to supervise and coordinate the work taking place at a branch level, and below that at zone street, hostel and street levels. This is the vital part of the overall process.

For them to do their work, they will need to be trained in the following skills-

Overall Conception of the Campaign and their Role within it  
ANC Policy

Election Campaign Platform

Strategy of the Opposition

Constitutional and Electoral systems

Strategic Planning

Management and Administrative systems for the campaign

Running the Campaigns office

Coordinating the work of the Sub-Regional and Branch Coordinators

Training Sub-Regional and Branch structures, and Volunteer canvassers

Developing Community Profiles

### **3.3 Sub Regions and Branches.**

On average the ANC has 1,200 branches. Each of these will need an Elections Coordinator. These branches join together into Sub-Regions which will also need trained coordinators. The enormous task facing comrades at this level is the implementation of the campaign on the ground. To do this they will need to be trained in the same skills as above but with the addition of being able to-]

Oversee the work of the volunteer teams

Organising transport

Training Elections Monitors

Supervising Elections Monitors

The training necessary to ensure that the elections campaign strategy gets implemented will need to be phased. It is proposed that this happens as follows-



3.4

PHASING OF THE TRAINING.

- Step 1. National Elections Coordinators  
Mid-November
- Step 2. Regional Secretaries and Regional Elections  
Coordinators  
First week of December
- Step 3. Regional Training for Sub-Regional and  
Branch Election Phasing of the training  
Coordinators  
January 1993

- 3.5 All of this constitutes a massive training task. ANC will need to find a way of ensuring that the most disciplined hardworking and skilled individuals will be given the responsibility of implementing this massive task. ANC will need to develop very rapidly the ability to perform this training within its ranks.  
As we have mentioned the ANC will also need to draw on the skills and services of specialist training structures outside of its ranks.

Ends