

**Volume III**

**African National Congress  
Northern Province**

**State of the Organisation Report  
PEC Meeting  
14 –15 August 1999  
The Ranch Hotel**

## **State of the Organisation Report**

### **1. Introduction**

**The purpose of this report is to give a brief synopsis of the state of the organisation since the last meeting.**

### **2. Structures**

#### **2.1 Provincial Executive Committee**

**The PEC met for the last time on the 17 April 1999. The May, June and July meetings were effected by the elections campaign and the wrapping up period. There is an average attendance of meetings. Since June last year, two PEC meetings aborted, while ten meetings were successfully held.**

#### **2.2 Provincial Working Committee**

**The PWC has been meeting on a fortnight basis, even though there were several of them aborted.**

#### **2.3 PEC Departments/Sub-Committees**

**2.3.1 A report on the individual performance of the PEC Departments is herein attached as Annexure A.**

**2.3.2 Weaknesses which cuts across Transversal almost all the Departments or Sub-Committees are the following:**

- a. Lack of focus by the Departments. with the exception of only two, none of them focused on the implementation of the National Conference, Provincial Conference and the last Provincial General Council resolutions. Their work is at most Ad hoc.**
- b. There is lack of efficient coordination of meetings.**

- c. **There are general complains about non-attendance of meetings by the MEC's.**
- d. **None of the Committees have a costed Programme of Action.**
- e. **Schedule of meetings only exist in one Department, i.e. PLGU.**

**2.4 The PEC is urged to ratify the recommendations as contained in the PEC Sub-Committees and Departments report.**

<b>3. PEC Regional Committees</b>
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**3.1 With the exception of only three Committees, the rest are virtually non-functional.**

**3.2 Despite repeated request for submission of reports, seven of the Committees have not been doing so.**

**3.3 Recommendations**

**In view of the above, it is recommended as follows:**

**3.3.1 All the Sub-Committees should meet and draw a schedule of meeting and programme of action, and submit such to the Provincial Secretary before the end of August 1999.**

**3.3.2 From the end of August, all the Sub-Committees should submit monthly report, accompanied by minutes of meetings held, to the Provincial Secretary in the third week of every month.**

**3.3.3 The performance of the Sub-Committees should be a permanent report item in the monthly state of the organisation report.**

#### **4. Regional Executive Committees**

**4.1 The Provincial Secretary met with the RWC's of the eight of our eleven regions before the elections. The focus was to establish the state of the organisation in each of the regions. The findings of the visit, which were transversal in almost all the Regions are captured in the preface to the proposed programme of action, which inter alia includes the following:**

**4.1.1 Lack of focus in the meetings of the REC's.**

**4.1.2 State of the organisation and governance matters are not permanent agenda items in the REC meetings.**

**4.1.3 The launching of branches is not per REC decisions.**

**4.1.4 Clear programmes of action were only found in three regions, with only two having an implementation plan and monitoring and evaluation mechanisms, i.e. North East and Southern.**

**4.1.5 Structures of the ANC, ANCYL and ANCWL are virtually at a state of collapse.**

**4.1.6 No mechanisms existed for the servicing of our structures.**

**4.1.7 Relationship between staff and REC members were at very lower levels.**

**4.1.8 No office management structures existed in almost all the regions.**

**4.1.9 REC departments were virtually non-functional. The complain was that they lack direction from the Provincial Departments.**

**4.1.10 The management and control of the organisational**

**finances and recruiter packs were found to be very inefficient.**

**4.1.11 Several REC's virtually had no control nor interest on the functioning of the TLC's.**

**4.2 For each of the REC's visited, the Provincial Secretary drafted a report with specific recommendations on what the REC needed to correct and improve.**

**4.3 The Secretariat Forum addressed several of the issues identified in their monthly meetings.**

#### **4.4 Recommendations**

**4.4.1 It is recommended that the PEC Regional Committees, should in their first meetings identify these weaknesses specific to their regions and work out programmes and mechanisms to address them. These reports must be submitted to the Provincial Secretary, not later than the 17 September 1999.**

**4.4.2 With regard to Bushveld Region where serious problems were identified which may seriously embarrass the organisation, it is recommended that over and above the PEC members deployed to the Region, a Team be appointed to enquire into the following:**

- a. The management of Finances in the Region.**
- b. The functioning of the REC**
- c. Relationship between staff and the REC.**

**4.4.3 The team, to be deployed to the region should comprise of the following:**

- a. Robert Tooley - Convenor**
- b. Benny Boshielo - (Logistical Support)**
- c. Rosina Semanya- (ANCWL)**
- d. Samson Mahada - (Organising Secretary)**
- e. Rudolph Phala - (Political Education and Training)**
- f. Stephan Mabunda - (Lowveld Administrator)**
- g. Silence Makhubele - (ANCYL)**

**4.4.4 The team should complete its work within a period of two weeks.**

<b>5. Zones and Sub-Regions</b>
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**5.1 The Provincial General Council took a decision for the launching of zones and sub-regions, which were to be aligned to government demarcations. This was to ensure adequate accountability, especially of our TLC's and Party Caucuses. The status as it currently exist is as follows:**

### Sub-Regions

<b>Region</b>	<b>Expected</b>	<b>No. Launched</b>	<b>Outstanding</b>
<b>Bushbuckridge</b>	<b>03</b>	<b>03</b>	<b>None</b>
<b>Bushveld</b>	<b>08</b>	<b>None</b>	<b>08</b>
<b>Central</b>	<b>06</b>	<b>06(1995)</b>	<b>None</b>
<b>Central North</b>	<b>04</b>	<b>None</b>	<b>04</b>
<b>Eastern</b>	<b>05</b>	<b>03</b>	<b>02</b>
<b>Limpopo</b>	<b>05</b>	<b>04</b>	<b>01</b>
<b>Lowveld</b>	<b>03</b>	<b>none</b>	<b>03</b>
<b>Mutale-Shingwedzi</b>			
<b>North East</b>	<b>06</b>	<b>03</b>	<b>03</b>
<b>Southern</b>	<b>08</b>	<b>08</b>	<b>None</b>
<b>Western</b>	<b>11</b>	<b>11</b>	<b>None</b>
<b>Total</b>	<b>59</b>	<b>38</b>	<b>21</b>

**5.2 As can be deduced from the above 64.4% of the Sub-Regions have been launched. Whether they are fully functional has not been gone into. This is a displeasing situation, given the fact that the decision to launch Sub – Regions was taken in 1994. Special attention must be given to Regions, which have launched less than 50% of their Sub-Regions, which should start with the revival of branches and launching of zones.**

### **5.3 Zonal Structures**

<b>Region</b>	<b>Expected No.</b>	<b>No. Launched</b>	<b>Outstanding</b>
<b>Bushbuckridge</b>	<b>24</b>	<b>None</b>	<b>24</b>
<b>Bushveld</b>	<b>None</b>	<b>None</b>	<b>None</b>
<b>Central</b>	<b>17</b>	<b>None</b>	<b>17</b>
<b>Central North</b>	<b>13</b>	<b>01</b>	<b>12</b>
<b>Eastern</b>	<b>17</b>	<b>None</b>	<b>17</b>
<b>Limpopo</b>			
<b>Lowveld</b>	<b>17</b>	<b>02</b>	<b>15</b>
<b>Mutale-Shingwedzi</b>			
<b>North East</b>	<b>26</b>	<b>5</b>	<b>21</b>
<b>Southern</b>	<b>16</b>	<b>13</b>	<b>03</b>
<b>Western</b>	<b>30</b>	<b>None</b>	<b>30</b>
<b>Total</b>	<b>160</b>	<b>21</b>	<b>139</b>

**5.4 The above illustrate that only 13% of the expected zones have been launched. With the exception of the Southern Region, none of the regions seem to have developed programmes to launch these structures. The excuse given by some regions that this could not happen because they do not have enough branches, should be dismissed, as there is also no conscious programme to rebuild the branches. The PEC regional Committees should be held accountable for this state of affairs as they have failed to assist Regions in implementing both Conferences and the PGC resolutions.**

**5.5 The weakness identified in most regions is that they do not have conscious programmes to launch and service these structures. The result is that they only wait to be invited to come and launch them, which is wrong.**



## **6. Branches and Membership**

**6.1 A statistical overview of our branches and statistics is herein attached as Annexure II.**

**6.2 From the statistics, the following can be deduced.**

**6.2.1 The number of branches is almost three fold less than our potential.**

**6.2.2 Our total membership indicates that we have signed less than ten percent (10%) of people who voted for the ANC in the last elections. Our electoral support far much out weights our organisational membership.**

**6.2.3 Our current number of branches in good standing is far less proportional to our current membership. This means we have not adequately translated our membership and potential membership into organisational structures.**

**6.2.4 The problems identified in this regard further includes the following :**

**6.2.4.1 No proper statistics are kept b y our Regional Offices.**

**6.2.4.2 Our current membership systems discourage our recruitment drive. It is long and cumbersome.**

**6.2.4.3 Membership renewal still remains a problem. There is no system in the branches to remind comrades whose membership has expired.**

**6.2.4.4 Most branches do not hold General Meetings.**

**6.2.4.5 There is no clarity from the BEC's and General membership on their responsibilities and obligations.**

### **6.2.5 Recommendations**

**In view of the above we recommend as follows:**

- 6.2.5.1 That the Secretariat Forum should urgently deal with the Management and Administrative problems identified above. In fact the process has already commenced.**
- 6.2.5.2 That the REC, in conjunction with the PEC Regional Committees should work out a programme before the end of August 1999 in order to deal with the weaknesses regarding the revival of our branches and recruitment.**
- 6.2.5.3 That the Organising Department should work out systems and monitoring mechanisms to ensure the viability of our structures, for submission in the PGC for resolution.**
- 6.2.5.4 That from now henceforth, any branch, zone and Sub-Regional launch and AGM should be per RWC/REC resolutions on the recommendation of the Regional Organising Department to ensure that they meet the constitutional requirements.**
- 6.2.5.5 In the same vein, Regional Conferences must be sanctioned by the PEC to ensure that they meet the Constitutional requirements. This is necessitated by the fact that some regions do not meet the basic requirement of ten (10) branches at the moment.**
- 6.2.5.6 That the DPET should work out sufficient capacity to ensure that every new BEC, ZEC and Sub-REC are properly inducted before they resume their office activities.**

<b>7. ANCWL and ANCYL</b>
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- 7.1 While the Leagues are fully functional at Provincial level, there are serious problems in the regions and branches.**
- 7.2 The structures of the leagues are not as yet consistent with those of the ANC, e.g. Sub-Regions. The ANCYL do not have Sub-Regions. This may require their NEC decisions.**

- 7.3 The term of office of more than 50% of the REC's of the ANCWL have long elapsed. The ANCWL PEC has a decision that they should hold on the regional conferences until the states of the branches are verified to ensure the constitutionality of their regions.**
- 7.4 ANC programmes do not incorporate the building of the leagues.**
- 7.5 There is no sufficient interactions between the ANC and the leagues at Regional and branch structures.**

**7.6 Recommendations**

**In view of the above, we recommend as follows:**

- 7.6.1 The ANCWL should set deadlines for Regional Conferences where the REC's are long overdue. This should be accompanied by a rolling programme to rebuild the structures/branches.**
- 7.6.2 The ANC should establish a principle that it should be compulsory to work towards the launching of the leagues where ANC branches exist. In this regard, a mechanism should be found by the ANC and the leagues on how to actualise this principle through recruitment.**

<b>8. Alliance and MDM</b>
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- 8.1 While the Alliance Secretariat tried to meet fortnightly before the elections campaign, it ceased to meet as the campaign hotted. The last meeting held on the 10 August 1999 made an assessment of our weaknesses and agreed to revive the fortnightly meetings.**
- 8.2 Several attempts were made to convene an Alliance Forum, but those have aborted due to inadequate preparations.**

**The Secretariat is now preparing for a summit to be held before the end of September 1999.**

**8.3 Attempts are being made to revive an MDM structure in the Province. This process was delayed by the failure of the PCE/PWC to reflect on the draft discussion document on the MDM, which would be a guideline to our operations. The document is retabled for discussion by the PEC later in the meeting.**

**8.4 At the moment the Province cannot claim to have a functional and well coordination Alliance and MDM structures.**

#### **8.5 Recommendations**

**In the light of the above, it is recommended as follows:**

**8.5.1 That the PEC should ratify the convening of the Alliance Summit before the end of September 1999, mainly to deal with the Alliance Programme of Action for the next eighteen months.**

**8.5.2 That the PEC should discuss and adopt in principle the framework document on the revival of the MDM, to allow for the process to unfold.**

<b>9. ANC and Government Structures</b>
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**This point has never been adequately discussed and clarified by the PEC. In this regard, we have always worked in a disjointed fashion, depending on who cooperates in Government. The office bearers have reflected on this, and advised that clarity be sought from the Secretary General's office. It will be critical for this point to be clarified to avoid unnecessary tensions and misunderstandings of critical importance will be the development of a working relationship between the office of the Provincial Secretary and the MEC's, given that they are appointed by the**

**Premier. With regard to the Premier, the matter is clearly outlined in a report of the Deployment Committee.**

## **10. Office Management: Staff and Administration**

- 10.1 As reported earlier, our Regional offices have been functioning without adequate Management structures. This was left to the administrator. There was also no clear definition of the Regional Management Organisational structures. This matter was resolved in the Secretariat Forum, and an Organisational structure was adopted for all three regions.**
- 10.2 The Administrative capacity of our Regional Administrators was very weak and suspect. In this regard, comrades were enrolled for courses in Computer and Office Administration, on a tailored programme by Damelin Management College. The first group of comrades, on a two weeks computer course were enrolled before the elections. The second group is now enrolled for Office Administration, who also includes Cde Suzan Mapande and Ernest Manamela who are the Bookkeeper and PEC/PWC Coordinator respectively.**
- 10.3 Our vision in terms of our staff development programmes is that it will be linked with performance contracts for them. We are currently workshopping-appraised methods and performance indicators for all our staff in this regard. Our focus in the main is to begin with broad administration and management training which will be zeroed into specialties to allow for the upward mobility and marketability of staff.**
- 10.4 We have currently, through interaction and submission, audited the training needs of the Regional and Leagues Secretaries with a view to have tailored training programmes for them. Due to their varied training needs, we have interacted with the Acting General Manager, Cde Lucky Mabasa at Head Office with a view to get assistance.**

**Cde Lucky Mabasa alluded to the possibility of ETU working on such a programme.**

**10.5 With regard to our Regional Organisers, almost all of them were enrolled for a Computer Course, even though most of them failed, and are to supplement. The reason is that due to the inadequate Secretarial Service in the Regional Offices, they should themselves be computer literate, especially as we move towards the new membership system, of which we would like to be used as a pilot project.**

**10.6 The audit of our resource base, both human, material and financial is almost concluded and will be presented in the PWC meeting. This audit is done with a view to inform our Organising strategy, which should be sustainable. The weakness with regard to our previous functioning was lack of integrated planning, which did not incorporate our capacity to implement our programmes.**

#### **10.7 Recommendations**

**10.7.1 The above is submitted for information as the processes lies with the Management structures of the organisation.**

<b>11. Transitional Local Councils</b>
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**11.1 A performance audit of our TLC's is being undertaken and will be concluded by the 20 August 1999.**

**11.2 A report will be availed in our next meeting.**

## **12. Campaigns**

**12.1 During the part ten (10) months, our focus has been on the elections campaign. This made us to overlook other important campaign as agreed in Conferences.**

**12.2 It is critical that the Campaign Committee should develop programmes around the following campaign.**

- a. HIV/AIDS**
- b. COLTS**
- c. Women Abuse**
- d. Child Abuse**
- e. Crime**

**12.3 In working out this campaign programmes, the campaigns Committee should work in conjunction with the Social Transformation Committee, Gender Committee and Peace and Stability Committee.**

### **12.4 Recommendations**

**12.4.1 That the Campaign Committee should coordinate a meeting(s) with the Social Transformation Committee, Gender and Peace and Stability to develop a programme to be presented in the Provincial General Council for adoption.**

**12.4.2 The proposed programmes should be submitted to the Provincial Secretary by the 22 August 1999.**

## **13. Situational Analysis**

**13.1 The organisation in the Province has not fully exploited its potential terms of recruitment and consolidation of our membership and structures. At the moment, we have only exploited less than ten percent of our potential.**

**13.2 Many people are very positive and enthusiastic about the ANC as the elections results reveals. We need concerted efforts and programmes to get all these within our fold.**

**13.3 We are however encouraged by the positive mood within the PEC and generally in the Province. Despite the negative perception created about the Province there seems to be a commitment towards a sustained stability by most of the comrades. This does not however mean that there are no problems and tensions, but our sense is that they are either exaggerated or persued by those who enjoys instability in the Province.**

#### **14. Organisng Strategy**

**14.1 The Organisng Department will be working on a new organisng strategy for presentation in our PGC on the 28 August 1999.**

**14.1.1 Key elements of our strategy will centre around the following:**

**a. Adequate use of Organisers**

**This will mean the creation of a pool of Organisers rather than tie an Organiser to a specific region.**

**b. Optimum Output from Staff**

**Performance indication and appraisal methods are being workshopped for Organisers and Provincial Staff. It is my view that the same should happen to the Provincial Secretary as an employee of the Organisation. The PEC should find mechanisms to do this.**



**c. Optimum output by PEC members**

**Mechanisms should be put in place to ensure that each and every PEC member discharge his/her political responsibility with diligence.**

**d. Optimum utilisation of our Human Resource base**

**This should involve PEC, REC's, MP's, MPL's, Councillors, Veterans, Alliance, and time and tested activists who may not be serving in any of our constitutional structures.**

**e. Efficient utilisation of resources**

**This would involve Organisers vehicles and funds from the membership account in building the organisation.**

**f. Capacity building through cadreship development programmes**

**This will involve the design of a rolling cadreship development programme at all levels of the organisation.**

**14.2 The programme should also incorporate the use of the NEC Provincial Committee and comrades who serve within the NEC's of CEC's of our Alliance and MDM structures. Currently these comrades are under-utilised in the Province.**

**14.3 It will also deviate from the tendency to deploy the leadership to branch activities on report. The Organising Department will develop a programme where comrades are deployed to build structures where they do not exist as well.**

## **15. Conclusion**

**Our conclusion is a positive one, i.e. we are positive that we can unfold our political potential into reality. The PEC is therefore urged to adopt this report with its recommendations. Having done so, concrete proposals will be designed and tabled in the PGC for adoption.**

**Benny Boshielo  
Provincial Secretary  
15 August 1999**

## **Annexure I**

### **PEC Sub-Committee and Departments Performance Report**

#### **PEC Meeting**

**14 – 15 August 1999**

## **Report on the Functionality of PEC Committees**

### **1. Infrastructure Sub Committee**

#### **1.1 Convenor**

Cde Collins Chabane

#### **1.2 Number of meetings held**

- a. Two (2)
- b. One (1) meeting not well attended

#### **1.3 Composition of the Committees**

- 1.3.1 PEC Members (core)
- 1.3.2 Technical expertise x three (3) comrades
- 1.3.3 Regional representatives (Broader Forum)

#### **1.4 Terms of reference defined by the Committee**

- 1.4.1 Technical team to do research on behalf of the Committee
- 1.4.2 Broader forum considers broad policy issues
- 1.4.3 Core PEC group deals with implementation

#### **1.5 Interaction with Governance Structures**

None

#### **1.6 Problems**

- 1.6.1 Lack of coordination of meetings
- 1.6.2 The passing away of Cde Strike Seoketsa, Head of Public Works affected the work of the Committee.

#### **1.7 Recommendation**

- 1.7.1 Committee needs more time to get organised.

#### **1.8 Comment**

- 1.8.1 The Committee is not functioning well.
- 1.8.2 Need for Committee to urgently convene, draw schedule of meeting and identify critical issues for consideration and recommend to the PEC.

## **2. Provincial Local Government**

### **2.1 Convenor**

Cde Ben Mhlongo

### **2.2 Number of attendance of meetings**

- a. Five (5) meetings were held
- b. Meetings held once a month
- c. Attendance is fair
- d. Several extra ordinary meetings held

### **2.3 Issues considered**

- a. PLGU programme of action
- b. Workshop for chief Whips of Local Authorities
- c. Problems of TLC's
- d. Bye-elections for TLC's and PR vacancies
- e. Establishment of Regional Local Government Units and Councillors Forums
- f. Drafting of demarcations documents
- g. Work commissioning preparations for Municipal elections in 2000.

### **2.4 Problems**

- a. Lack of efficient coordination of meetings
- b. Lack of sufficient attendance of meetings
- c. Several matters processed by the Committee reversed by the office bearers  
e.g. Nebo North, Alldays and Eastern Tubatse.

### **2.5 Achievements**

- a. Relative stability in TLC's
- b. Functional Local Government Units in some regions

### **2.6 Recommendations**

- a. That a deadline be set for all regions to form the PLGU's.
- b. That PEC members deployed to regions should play an active role in attending to local government problems.
- c. That the Policy Coordinator should improve on Coordination of meetings.
- d. That a Provincial Consultative Forum on Local Government along the lines of the NFC, be established in the Province.
- e. That clear guidelines be set on mechanisms, functioning role and powers of the committees set-up by the PEC.

## **2.7 Comment**

The Committee is performing very well.

## **3. Demarcations Committee**

### **3.1 Convenor**

Cde Ben Mhlongo

### **3.2 Number and attendance of meetings**

- a. Eight meetings were held
- b. Two (2) meetings aborted due to lack of attendance
- c. Non-attendance by MEC for Local Government, Cde Norman Mashabane due to problems.

### **3.3 Issues considered**

- a. Position paper on demarcation of district councils.
- b. Response to the Demarcations Board proposals on District Councils.
- c. Participations in the Provincial Liason Forum and Investigations Committees of the demarcations Board, i.e.
  - i. Cde Dikeledi Magadzi and Cde Dickson Masemola in the PLF.
  - ii. Cde Risenga Maluleke coopted into the Demarcations Committees.
- d. Consultations and drafting a document on municipal boundaries by August 1999.

### **3.4 Interaction with Governance Structures**

- a. MEC for Local Government and Housing is a member and participate in the Committee.
- b. Also robed in are comrades from Trade and Industry, South Africa, Premier's Office and Public Works Department.
- c. Two meetings held with members of the Demarcations Board.

### **3.5 Problems**

- a. Irregular attendance of meetings, especially by the then MEC for Local Government and Traditional Affairs.
- b. Lack of adequate coordination of meetings

### **3.6 Achievements**

- a. Drafting and recommending to the PEC, a framework document on Dermacations of district Councils Boundaries in the Province.
- b. Formulating the ANC response on the proposals of the Dermacations Board on District Councils.
- c. Getting our regions to participate in the dermacation process.

### **3.7 Recommendations**

- a. That the PEC should ratify the documents in 3.6 (a and b).

### **3.8 Comment**

The committee is performing extremely well.

<h2><b>4. Finance Committee</b></h2>
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### **4.1 Convenor**

Cde Tshenuwani Farisane

### **4.2 Number and attendance of meetings**

- a. One (1) meeting was held
- b. One (1) meeting aborted due to lack of attendance
- c. Attendance is relatively poor, especially by Regional Treasurers

### **4.3 Issues Considered**

- a. Provincial Finance Policy document which was approved by the PWC and PEC.
- b. Welfare Policy, which still to be tabled for approved by the PWC/PEC.
- c. Allocations to regions from the Councillors levies.
- d. One third (1/3) allocation to branches.

### **4.4 Achievements**

- a. Finalising the Provincial Finance Policy  
MEC for Local Government, Cde Norman Mashabane due to problems

#### **4.5 Problems**

- a. Lack of attendance of meetings by Regional Treasurers
- b. The one third (1/3) allocation to branches is still a problem
- c. Lack of implementation of allocation to regions from the fund-raising account.
- d. No schedule of meetings by the committee. Only met once (1) in thirteen months.

#### **4.6 Recommendations**

- a. That the Welfare Policy be finalised by the PEC.
- b. That the one third allocation to branches be urgently resolved with head office.
- c. That the allocations to regions from the fund-raising account be urgently implemented.
- d. That the Regional Chairpersons and Secretaries should ensure that their Treasurers do attend meetings.
- e. That the Committee should draw schedule of meetings and meet regularly.

#### **4.7 Comment**

The Committee needs to improve on its work, as its performance is far below expectations.

<b>5. Commission for Religious Affairs</b>
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#### **5.1 Convenor**

Cde Benny Boshielo

#### **5.2 Number and attendance of meetings**

- a. No formal meetings were held.

#### **5.3 Issues Considered**

- a. Familiarisation with the SACC, Northern Province.
- b. Workshops/Seminar on Politics and Religion in transformation.
- c. Possibility off a moral regeneration summit in the Province discussed with the SACC.



#### **5.4 Achievements**

- a. Working relationship with the SACC
- b. Interaction with religious group in the Province during the elections.

#### **5.5 Problems**

- a. No formal meetings were held.

#### **5.6 Recommendations**

- a. The Committee to draw a meeting schedule for the year.
- b. The Committee should expand its membership

#### **5.7 Comment**

The work of the Committee is unsatisfactory and it needs to improve.

<b>6. Campaigns Committee</b>
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#### **6.1 Convenor**

Cde Aaron Motsoaledi

#### **6.2 Number and attendance of meetings**

- a. Functional more as Training and Mobilisation Task Team under elections and met weekly.
- b. Had very good attendance of meetings
- c. Held about twenty (20) meetings

#### **6.3 Issues considered**

- a. **Mainly campaigns around the elections, which included**
  - i. Id Campaign
  - ii. Voter Registration
  - iii. Campaign Strategies
  - iv. Setting up of elections structures
  - v. Training and Mobilisation

#### **6.4 Interaction with Governance Structures**

- a. Convenor was part of a team in the Premier's office, which dealt with deployment of civil servants to assist with registration of potential voters.
- b. Worked closely with Departments of Home Affairs on the Id Campaign.
- c. Convenor was also member of the IEC's Party Liaison Committee.

#### **6.5 Problems experienced**

- a. Lack of adequate representation of structures in the Committee in the initial stages.
- b. Misinterpretation of our elections manual by our structures.

#### **6.6 Achievements**

- a. Ran a successful campaign
- b. Provided training and organisational capacity for our structures to run an elections campaign.

#### **6.7 Recommendations**

- a. That the Committee should remain in its current form and proceed with other campaigns.

#### **6.8 Comment**

- a. The Committee functions extremely well
- b. Need to initiate other campaigns like COLTS and HIV/AIDS and maintain the momentum.

<b>7. Peace and Stability</b>
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#### **7.1 Convenor**

C de Joyce Mabudafhasi

#### **7.2 Meetings and attendance**

- a. Several meetings were held
- b. Attendance was fair
- c. Weekly meetings in May and June

### **7.3 Issues considered**

- a. Security matters during the elections campaign and identifying potential “hot spots”.
- b. Workshop for Regional Peace and Stability Committees
- c. Representation of DIS in the Committee
- d. Briefing on the appointment of a Provincial Commissioner
- e. Transformation of the SAPS
- f. Ranks with the SAPS

### **7.4 Interaction with Government Structures**

- a. The link with Government Structures was with Cde Saad Cachalia, who attend the Committee meetings.
- b. Also had contact with comrades in the DIS.

### **7.5 Problems**

- a. Ranking and grading of integrated comrades from MK.
- b. Lack of attendance of meetings by the MEC.

### **7.6 Recommendations**

- a. A follow-up is required on the problems of ranking.

### **7.7 Comments**

- a. The Committee is performing fairly well
- b. Need for Committee to discuss the implementation of the NCPS, particularly the establishment of the Community Policing Forums, and ensure full participation of our structures.

<b>8. Legislatures and Governance Sub-Committee</b>
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### **8.1 Convenor**

Cde Robert Malavi

### **8.2 Number and attendance of meetings**

- a. About eight meetings were held
- b. Attendance was fairly good

### **8.3 Issues considered**

- a. Relocation of Government offices to Lebowakgomo
- b. Payment of rentals by MPL's
- c. Financial "bleeding" in the Chief Whip's office
- d. Legislature Programmes
- e. Restructuring of Government Departments

### **8.4 Problems**

No problems are experienced

### **8.5 Achievements**

- a. Resolving the issue of payment of arrear rentals by MPL's
- b. Building a coherent and functional committee
- c. Decentralisation of government offices

### **8.6 Recommendations**

- a. Need to draw a line of roles between the Committee and Deployment Committee.

### **8.7 Comments**

The Committee is functioning fairly well

<h2><b>9. Secretariat Forum</b></h2>
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### **9.1 Convenor**

Cde Benny Boshielo

### **9.2 Meetings and attendance**

- a. Four meetings were held
- b. Attendance fairly good except Western and Bushveld Regions.

### **9.3 Issues considered**

- a. Training for Regional Secretaries and Administrators
- b. Launching of zones and sub-regions
- c. Mechanisms to improve the running of our offices administratively
- d. Equipment and resources for regional offices
- e. Relationship between REC's and Staff
- f. Organisational management

- g. Staff discipline
- h. Elections campaign
- i. Revival of ANC branches
- j. Asset Register for the organisation
- k. Local Councils matters
- l. Delegation of powers to regions
- m. Preparation for the Provincial General Council

#### **9.4 Achievements**

- a. The major achievements are around the improvement and management of our offices
- b. Development of an organising strategies
- c. Sharing of experiences
- d. Development of common administrative and management systems for the regions
- e. Development of an organisational asset register
- f. Comments on the delegation of powers to regions

#### **9.5 Problems**

- a. Two Regional Secretaries and their Deputies do not attend the forum, i.e. Bushveld and Western Regions. Only Administrators attend.

#### **9.6 Comments**

- a. The Forum enables the Provincial Secretary to interact closely with thee regions
- b. The Forum function fairly well

#### **9.7 Recommendations**

Similar forums should be convened in the regions on a monthly basis.

<b>10. Deployment Committee</b>
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#### **10.1 Convenor**

Cde Robert Malavi

#### **10.2 Meetings and attendance**

- a. Four meetings were held
- b. Attendance was fairly good

### **10.3 Issues considered**

- a. Guidance for deployment
- b. Appointment of Public Service Commissioner
- c. Appointment of Legislature Office Bearers
- d. Interviews for MP's and MPL's who are not in the lists
- e. Director for Security at UNIN
- f. Audit of strategic vacancies

### **10.4 Achievements**

- a. Building a coherent and functional committee
- b. Smooth appointment of Legislature Office Bearers

### **10.5 Problems**

- a. Concerns raised by Cde Thembi Ngwendamutsu that she is being victimised
- b. Weakness with some Government Departments which does not submit vacant management posts to the Committee
- c. No adequate link with the Director General
- d. ANCYL raised a concern about the slow pace of the Committee with regard to its mandate.

### **10.6 Recommendation**

- a. The Premier to impress upon the MEC's to submit list of strategic positions to the Committee.
- b. The Committee should accelerate the process of the deployment of outgoing MP's/MPL's.

### **10.7 Comments**

The Committee is very efficient, save for the issues raised at 10.6 above.

<b>11. Office Bearers</b>
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- 11.1 The office bearers continue to meet weekly on Mondays.
- 11.2 This programme was disturbed by the elections, but it is now back on track.

<b>12. Provincial Working Committee</b>
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- 12.1 The PWC meet fortnightly
- 12.2 However with the campaign it only met in 20 June 1999
- 12.3 The adopted programme of meetings is being reverted back to.

### **13. Provincial Executive Committee**

- 13.1 The last PEC meeting was held on the 17 April 1999
- 13.2 The programme was disturbed by the elections campaign.

### **14. Organising**

#### **14.1 Convenor**

Cde Benny Boshielo

#### **14.2 Meetings**

- a. This Committee functional more under the Secretariat Forum and never had a meeting of its own.
- b. The Committee is being restructured to include the Regional Secretariat at a broader level.

### **15. Disciplinary Committee**

#### **15.1 Convenor**

Cde Robert Malavi

#### **15.2 Meetings and attendance**

- a. Several hearings were held
- b. Full cooperation from members

#### **15.3 Issues considered**

- a. Appeal by Cde Mohoa from Thabazimbi
- b. Disciplinary case of Greater Potgietersrus TCL Councillors
- c. Disciplinary hearing of Cde Bogi Mashele
- d. Matter of Cde Mabunda of Giyane.

#### **15.4 Achievements**

- a. Building a functional Committee
- b. Effective disciplinary process

#### **15.5 Problems**

None

## **15.6 Recommendations**

- a. Regions to be workshopped on disciplinary procedures

## **15.7 Comments**

The Committee is functioning very well

<b>16. Economic Transformation Committee</b>
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**16.1 Convenor : Cde Sheila Sithole**  
**Coordinator : Cde Abram Mangoato**

## **16.2 Composition of the Committee**

The Committee is well constituted by the PEC members, and identified technical persons. It is fully representative of the necessary personnel required to steer it forward.

## **16.3 Regularity and attendance of meetings**

- 16.3.1 Seven (7) meetings were held by the committee.
- 16.3.2 Except some few comrades, attendance of meetings has always been relatively good.

## **16.4 Issues considered by the Committee**

**The following issues were considered by the Committee**

- 16.4.1 Drawing of a founding and guiding document which was approved by the PEC.
- 16.4.2 Financial “bleeding” in the NPDC
- 16.4.3 Suspension of officials in the Department of Agriculture and Environment Affairs.
- 16.4.4 Provincial Economic Workshop scheduled for the 20 – 21 August 1999.
- 16.4.5 Problems of the Northern Training Trust
- 16.4.6 Provincial budget
- 16.4.7 Rationalisation of Policy departments
- 16.4.8 Production of an Economic development document

## **16.5 Achievements**

**The following achievements are recorded in the Committee**

- 16.5.1 Building a coherent and functional Committee
- 16.5.2 Intervention in government departments
- 16.5.3 Development of a draft Provincial Economic policy framework document



## **16.6 Interaction with Government structures**

16.6.1 This was only done successfully on specific issues.

## **16.7 Problems**

16.7.1 Comrades who do not attend meetings regularly

16.7.2 Lack of adequate coordination with the National ETC

## **16.8 Recommendations**

16.8.1 The PEC should begin to take action against comrades who fail to attend meetings.

16.8.2 An RDP Council should be convened to assess government performance.

## **16.9 Comments**

16.9.1 The work of the Committee is satisfactory.

16.9.2 There is however a need to

- i. Build capacity in the Regions
- ii. Improve on interaction with Government and the National ETC

<b>17. Summary and Recommendations</b>
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**17.1 The following Sub-Committees did not submit their reports despite the reminders which were sent out severally.**

- a. Social Transformation
- b. Political Education and Training
- c. Media, Information and Publicity
- d. Gender

Confusion arose during elections over the convenorship of the Media, Information and Publicity Committee.

17.2 It is however known that some of them have been meeting regularly and processing issues.

17.3 A transversal weakness of most committees is lack of attendance of meetings by the MEC's lack of programme of Action and adequate interaction with Government structures.

17.4 Most of the Committees have not as yet started implementing Conference and PGC resolutions, which makes them to work in an **ad hoc** manner.

17.5 Very few committees do submit their monthly reports.

#### **17.6 Recommendations**

**It is recommended that PEC should ratify the following recommendations:**

- a. That we should revert back to our meetings scheduled of PWC's and PEC's.
- b. That all Committee Convenors should submit minutes of their meetings on a monthly basis to the Provincial Secretary to prove that they do meet, which should accompany their monthly reports.
- c. That the Premier should direct all MEC's to attend Sub-Committee meetings.
- d. That roll call registers of Sub-Committee meetings be submitted to the Provincial Secretary with (b) above.
- e. That all Committees draw their Programmes of Action based on the resolution of our National and Provincial Conferences, PGC and Specific PEC decisions, which are relevant to them.
- f. That all Convenors of Committees should ensure that their committee counter-parts in the regions are established.
- g. That the decision to include members of Portfolio Committees in the PEC Committees be instantly implemented.
- h. That the above should happen within a period of four weeks, and that the Provincial Secretary should submit a report in this regard to the PWC.

**Benny Boshielo**  
**Provincial Secretary**

**Branch and Membership Statistics**  
**August 1999**

Regions	Branches in good standing	Branches not in good standing	Potential Branches	Previous Membership: July	Current Membership	Average branches per current Membership	Remarks
1. Bushbuckridge	07	34	106	4100	4280	42,8	
2. Bushveld	06	15	89	1355	1720	17.2	
3. Central	25	55	260	2241	5436	54.36	
4. Central North	25	184	209	4536	5215	52.15	
5. Eastern	08	35	71	1656	2997	29.97	
6. Limpopo	22	49	72	4296	4464	44.6	
7. Lowveld	17	162	179	3731	3947	39.47	
8. North East	22	52	108	2710	4640	46.44	Not confirmed
9. Mutale-Shingwedzi	13	42	108	4831	5848	58.48	Not confirmed
10. Southern	35	97	38	5315	7613	76.13	
11. Western	39	112	15	13870	7811	78.11	
Grand Totals	219	837	1255	48641	53671	539.67	

**African National Congress  
Northern Province**

**Programme of Action**

**And**

**Action Plan**

## **Proposed Programme for the next 18 Months**

### **1. Introduction and Background**

- 1.1 In the months of April and May the Provincial Secretary visited and held meetings with the Regional Working Committees.
- 1.2 The purpose of the visit was to establish the state of the organisation and problems, which are faced by the regions. The visit also focussed on our preparedness for the June 99 elections.
- 1.3 Seven regions have been visited already in which common trends were found. Several weaknesses were found which requires urgent attention by the organisation in practical terms.
- 1.4 For each region a feedback was made which also identified matters for action by that particular REC.
- 1.5 Now that the elections campaign is over, we also exposed ourselves to several weaknesses which allow us to build on in terms of building the organisation.
- 1.6 The Evaluation Workshop of elections held on the 19 June 1999 made several recommendations on the basis of which regions were supposed to act and work out programmes (see Annexure C).

### **2. Focus of the Programme**

- 2.1 This proposed programme will mainly focus on the following:
  - 2.1.1 Building on the groundwork laid by the elections campaign.
  - 2.1.2 Ensuring the functionality of our structures at all levels.
  - 2.1.3 Ensuring that all Committees/Departments are functional.
  - 2.1.4 Laying the groundwork for the Local Government Elections.
  - 2.1.5 Coordinated and integrated delivery of services and accelerated development.
  - 2.1.6 Building strong and functional Alliance and MDM structures at all levels.

### **3. Out-Comes Desired**

- 3.1 The outcomes desired from this programme should inter alia be the following:
- a. A strong and coherent organisation.
  - b. Visible delivery and development
  - c. Well oiled machinery for Local Elections

### **4. Programme Phases**

- 4.1 The programme will be divided into four major phases, the first being the most critical and our focus will run as follows:
- 4.1.1 July - November 99: Building the organisation
  - 4.1.2 January – June: Pre- campaign preparations
  - 4.1.3 July- November: Campaign
  - 4.1.4 November/December: Possible elections dates.

The January to November programmes will be detailed after our strategy workshops early next year.

### **5. Key participants in the Programme**

- 5.1 For the programme to succeed, we will need to draw our leadership at all levels which should include the following:
- a. BEC's
  - b. Sub-REC's
  - c. REC's
  - d. PEC
  - e. Councillors
  - f. MPL's/MP's
  - g. NEC Sub-Committee
  - h. MEC's
  - i. Alliance components
  - j. MDM structures

- 5.2 The programmes will however in the main be driven by the Secretaries at all levels.

## **6. Components of the Programme**

- 6.1 The programme is mainly guided by the transversal issues identified in the regions, which constitute the following:
- a. Weak ANC branches
  - b. Areas without ANC branches
  - c. Weak ANCYL and ANCWL structures
  - d. Invisibility of councillors
  - e. Non-functional departments/committees
  - f. Perceptions of local non delivery
  - g. Lack of government coordination
  - h. Non-functionality of alliance and MDM structures and programmes.
  - i. Negative perceptions around local sphere of governance
  - j. Negative relationship with traditional leaders
  - k. Lack of development model at local level.
  - l. Weak or non-existent of the Alliance.

## **7. Out-line of Programme (Business Plan)**

- 7.1 The following businessplan, which is Provincial in nature, will have to be translated into a Regional plan, involving all levels of the organisation.
- 7.2 This plan is not a replacement of the adopted Provincial Programme of Action, but it is more of a mechanism to assist in its implementation. Therefore this businessplan should be read in conjunction with the Provincial Programme of Action as adopted by the PEC.

## **8. Strategy for Implementation**

- 8.1 Each region should work out a strategy for the implementation of this programme.
- 8.2 The programme will be driven by the Secretaries and monitored by the Working Committees and the office bearers.
- 8.3 As part of the implementation strategy, and to allow for fresh blood and thinking, a proposal is put that to create a pool of organisers in the Province from the existing ones, who would service the entire Province rather than attach them to specific regions.
- 8.4 The understanding on 8.3 above is that organisers are employed to do ANC work in the Province and not necessarily for a specific region. In this regard they can be deployed to any region.
- 8.5 The motivation is that some organisers have been in their regions for a long time and there is just no growth in membership and branches in those regions.
- 8.6 REC members, with a team of MPL's and Councillors should be assigned specific Sub-Regions were they will be responsible for the implementation of the programme.
- 8.7 It is expected that monthly reports will be given to the Regional Secretary who will in turn draft a consolidated report, which will be presented to the REC on a monthly basis on Organising Report. In this regard we propose that the Organising Department should fall directly under the office of the Secretary, if it is so in the regions.
- 8.8 Similarly, Policy Departments should fall under the Deputy Secretary, who will receive monthly reports from the H.O.D's and submit a consolidated reports to all REC meeting.
- 8.9 Whatever programme is worked out should roll over for the next eighteen months.



- 8.10 Owing to past experiences where our Committees were not convening, it will be required that minutes of all Sub-Committee meetings be submitted to the Provincial Secretary on a monthly basis.
- 8.11 It is therefore proposed that the following should be permanent agenda items of the REC meetings.

**a. Officials and RWC report**

This should deal with matters from the minutes and all organisational activities in between PEC meetings.

**b. Organisational Report**

To deal with the state of the organisation, specifically the growth and functionality of branches and membership.

**c. Governance Report**

To deal with the government matters, especially TLC, focussing on their efficiency, and ensuring that Party Caucuses are meeting and report back meetings are held.

- 8.12 It is expected that Regional Secretaries will submit monthly reports to the Provincial Secretary on the third week of every month.

**Benny Boshielo**  
**Provincial Secretary**