

REPORT

NATIONAL ELECTION
STRATEGY WORKSHOP

29-31 JANUARY 1993

CONFIDENTIAL
NOT FOR PUBLICATION

This report reflects the discussions and recommendations of the national workshop. It covers the following issues : Form in which we participate, the list process, the election platform (including discussion document from Cosa), constitutional and legal issues. structures for the campaign at all levels. Target groups - messages - media strategy, discussion document on financing the elections, training programme and the programme of work for local areas that was adopted in principle.

Who COULD form part of the front

These are the organisations that we need to decide our relationship with :

MDM: Sansco, Cosas, Sadtu, Contralesa, Sasco, etc

PF: NIC/TIC, Inyandza, TMC, IYP, LP, UPF, VMC

other organisations include -

PAC, Azapo Ximoko, ADM, BCDP, Dikwangkwetla, Solidarity, NPP

IFP, DP.

Criteria to be considered when determining alliances and relationships :

1: The need to distinguish strategic alliances from tactical] alliances

The need to build the broadest anti-apartheid front keeping in mind that

We want to win at all costs but not at any price.

3. Our strategic concerns winning, maintaining our credibility, representing the poor and underprivileged social Sector. meaningful transformation of social relations, deliver a democracy and a better quality of life.

The existing relationship (this should include an assessment about levels of dual membership, current regional and national] relationship), promises we have made and expectations they have of us.

The popularity of the organisation, the likely net gain or loss the alliance or relationship will result in. (the impact on our activists and implications thereof).

Their policies, their past, the medium and long term implications of our decision today.

Possibility of ensuring genuine accountability, organisational and political.

The Strategy workshop recommended that the NEC should examine the considerations listed above and then finalise in relation to each organisation listed above our relationship with them. This to be done in consultations with the relevant regions.

COSATU'S PROPOSAL FOR A RECONSTRUCTION ACCORD

Second draft, January 1993 Not for publication

Introduction

The COSATU CEC of October agreed on the need to develop a Reconstruction Accord by progressive organisations which should serve as a basis for an Election Platform of

This decision has further been discussed with SANCO, expior=d with the SACP and a rough draft presented at an ANC Elections National Planning Committee.

What is a Reconstruction Accord?

These are often confused resulting in the concepts being used interchangeably. While a social contract is often a result of negotiations between the state, employers and the unions, a Reconstruction Accord should be seen as setting out a framework within which organisations of the poor and working people will reconstruct the economy in

future.

It is an instrument with which we intend to harness and redirect resources to meet the direct their future and destiny.

upon one another. These are:

Election Platform

This should be a brief document outlining broad areas around which our election campaign is based. It should cover constitutional, social and economic areas.

Accord

This is a detailed document outlining those broad areas contained in the Election Platform. It is envisaged that a Reconstruction Accord will only emerge after an ongoing process of discussion, within the framework of an election pact. Its enrichment and development is ongoing and will extend beyond election day.

Programme

This outline how and when those areas as outlined in the Accord would be realised, the role that unions, civics and other organs will play in its fulfilment, what constraints will

Have initiative, be energetic and hardworking

Be accountable to the ANC regardless of what organisation the person belongs to once they are on the ANC list.

A code of conduct for our candidates must be developed.

Process of Formulating the list;

Nominations at local levels with ANC branches and local Electoral Front partners invited to nominate people after being briefed about the considerations and criteria. The nominations should provide detailed motivations.

The regional nominations conference is guided by the Regional Elections Political Committee who will review all names.

It reduces the number of nominations before voting. It will assess the inclusion of nominations for those from other Electoral Fronts.

According to this process nominations should be for all forces part of the EF from local level. However, if this does not happen, we may have to combine this process with quotas for these forces eg. Invandza, etc.

The draft list and all regional submissions are then presented to a national nominations conference, convened by the committee. All EF partners

participate, with a bias towards the tripartite. The conference reviews and modifies the list.

The list is then presented to the ANC NEC for ratification with only

- Upgrading of workers skills
- Literacy for all.

3. Social services and benefits:

- A national health system.
- A national pension system.
- Housing and electrification. :

4. Individual and collective rights including:

- worker, youth and unemployed.
- » rights to enable strong civil society.

The phases to a Reconstruction Accord

Below are the initial ideas we have in COSATU. These ideas need be developed jointly by the Alliance in the light of an envisaged time frame for elections.

Phase One:

» Discussion and consultation in the Alliance

x Discussion with civil society.

* Agreement with the ANC on an election pact.

Possible establishment of a joint Commission for Reconstruction and Development to:

= Win further support for a Reconstruction Accord

» Enable the necessary research and policy development.

Phase Two

Ongoing discussions on developing the content of the Accord.

Phase Three

» Once a new government is in place, the Accord would need to be implemented and its implementation monitored.

At the same time, the platform of the Reconstruction Accord would be used as a basis for our negotiations in the national forums we are involved in.

What does a Reconstruction Programme have to offer to the ANC election campaign? ly 7

The reconstruction accord can offer practical and concrete solutions to the serious problems of jobs, education and health care which would also go a long way to

CONSTITUTIONAL AND LEGAL ISSUES

Shien ein det RIE

There shall be no registration of voters, no voters roll.

Identification: Two key types of documents will be used by voters on election days. The first is a recognised ID issues by the TBVC, SA Government or Passports; the second will be a common voters card issued by the IEC.

For those who do not have any form of ID or do not want to use it they will be free to apply for a voters card from the IEC. Documents including baptismal certificates, birth certificates and even two affidavits from recognised citizens can be used to acquire the voters card.

THE ANC SHOULD IMMEDIATELY LAUNCH A CAMPAIGN FOR PEOPLE TO ACQUIRE ID BOOKS AND CONTACT WITH HOME AFFAIRS TO FACILITATE THE ISSUING OF THESE DOCUMENTS SHOULD BE ARRANGED.

The Independent Electoral Commission should intervene in Home Affairs to ease the allocation of ID's once it is established.

Eligibility: All South African citizens (including the TBVC) over the age of 18 (The Youth League position of 16 was noted) will be allowed to vote. This includes people born in SA, having one SA parent, have resided here for more than 5 years and intend to become an SA citizen. especially those who have previously been discriminated against. South Africans living abroad are included.

Exclusions: No decision was reached on whether convicted prisoners serving sentence should vote and was referred to the NEC for decision.

Mentally less abled persons will also not be allowed to vote.

Ind El mmission

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* 7 - 11 wise people and at least 3 international experts

they will serve full time and not hold office of any party as a collective they should command the support and confidence of the overwhelming majority of South Africans

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movement;

Parties who fail to achieve 5% of the total votes will lose their deposit. This will be the percentage for parties to qualify for seat(s) in the CA. the question of verification of membership of parties was left open.

Code of Conduct

an agreed code of conduct to which all parties must subscribe should be established;

special attention must be given to disruption of meetings, intimidation, dirty tricks, etc

Severe penalties should be attached to failure to abide by the code.

Security Forces

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ensure that the armed forces remain there;

There will be a TEC sub-council on security forces

If the OAU and UN is able to contribute a peace keeping force this should be encouraged

Monitors

should include the UN, Commonwealth, OAU and EEC

local and international NGO's should be encouraged and coordinated

a second monitoring force must be partisan and clear rules of their conduct at the polls must be set.

Ballot papers

The ballot paper should be single columned list of all parties in alphabetical order. The second column should have the symbol or logo

Markings

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Any indications which show the preference of the voter should be accepted as a valid ballot. This includes a cross, tick, a circle, a

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STRUCTURES FOR THE ELECTION CAMPAIGN :

An election requires specific structures that can facilitate quick decision making, high levels of co-ordination and maximum outreach to the electorate. The attached structure tries to meet these requirements keeping in mind the existing ANC/alliance structures and what is required under ideal circumstances.

As reflected on page one of the diagrams, there are essentially three types of structures; consultative forums, Election Political Committees and implementing structures. These operate at four levels; national, regional, sub-regional and local. The structures are specific election structures and are not limited to constitutional ANC structures and therefore all structures will involve ANC / alliance and other organisations we choose to work with. The principle is to have a single structure at each level that operates within a single command system and removes parallelism.

The relationships are defined at two levels; lines of political accountability and command lines for implementation. On page one of the attached diagrams the political lines of accountability are reflected as single lines with arrow heads while the command lines for implementation are reflected as double lines. This means that a local elections co-ordinator and the team report to the elections political committee at local level which reports to the BEC. The regional co-ordinator and team are likewise responsible to the regional elections political committee which reports to the REC. The implementation command line begins with the National elections political committee and is delegated to the national campaign co-ordinator who links to the regional campaign co-ordinator who through the sub-regional office links to the local campaign co-ordinator. On implementation issues the co-ordinators are the key points of contact. All co-ordinators at all levels MUST BE senior political leaders so that they have sufficient influence to make things happen. They would also upon receiving guidelines know whether to convene the elections political committee at their level or not,

At NATIONAL LEVEL as reflected on page two of the diagrams, the NWC and NEC remain politically responsible for the campaign, but appoint an ELECTIONS POLITICAL COMMITTEE of about EIGHT people to effectively provide political guidance to the campaign in an ongoing way. The Elections Political Committee is made up of

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11.
13.
14.
13,
16.

These two task teams have to work very closely with each other to ensure that there is a single message being conveyed through our media and any public statements we make.

The VOTER ORGANISATION AND TRAINING team has the overall task of ensuring the mass Campaign is implemented and the activists doing it are adequately trained. The task team on regions will have people dedicated to specific regions and spending at least 50% of their time in those regions.

The RESEARCH team works with the pollsters and co-ordinates oppositional research and interna feedback from regions.

The FUNDRAISING team has responsibility to develop a fundraising strategy and raise the resources needed.

The MONITORING AND PEACE team has two kev tasks: that of ensuring we have a free and fair election ln terms or the election procedures and intervening to ensure we have a peacerui election.

The ADMINISTRATION team has to ensure information flows effectively, meetings and minutes are well arranged and that the financial] management of the campaign is sound.

The SECURITY team has the task of protecting our campaign and campaigners.

At the REGIONAL level: we have a REGIONAL ELECTIONS POLITICAL COMMITTEE that provides poiitical direction to the

both organisational and Management skills. Where possible the regional secretary should be the co-ordinator and appoint an assistant as back up. The regional TASK TEAMS should be mainly full-time people who have the same responsibilities as their national counterparts for the region.

SUB-REGIONAL OFFICES will be necessary to get the campaign closer to the ground. The sub-regional office should employ two people: one an organiser and the other an administrator to ensure proper communication and co-ordination with branches. Where possible the current organisers both national and regioani should be appointed to regional offices.

FPOLITICAL STRUCTURES] BVPLEMENTING STRUCTURES]

National Election Forum

MDM / PF Forum
STRATEGY |

NWC / NEC 71 Grower
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National Elections 4&â\200\224â\200\224â\200\224â\200\224â\200\224â\200\224â\200\224 Ca
mpaign Co-ordinator,
Political Committee Assistant Co-ordinator 7Â°
4 6 to 8 people Campaign Co-ordinating Team

Section Co-ordinators

Task Teams

â\200\230REC! Regional Election Forum
MDM / PF Forum
Regional Election Regional Campaign Co-ordinator
Political Committee Â¢ | essen
Campaign Co-ordinating Team
t ANC, Allies, YL, WL, others Jog
plus co-ordinator Section C-orainators
Task Teams
Sub-regionai Offices ==}
|
Organiser and Administrator
BEC Sub-regionai Co-ordinating Committee
MDM / PF Forum
Locai Election â\200\230 Local Campaign Co-ordinator
Political Committee

Campaign Co-ordinating Team

ANC, Allies, YL, WL, others

plus co-ordinator
Section Co-ordinators

Task Teams

MEDIA PRODUCTION SECTION

â\200\224â\200\224

CO-ORDINATOR

ASSISTANT CO-ORDINATOR

Both

TASK TEAM

Each section has at least one full-time person

sit on the co-ordinating Team

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English

PRINT MEDIA VISUALS AND AUDIO VIDEO DRAMA & MUSIC TRANSLATION DISTRIBUTION
ADVERTISING

: Linked closely to or-

Pamphlets posters tapes videos plays - ihty work ganising sectign
Booklets stickers broadcasts Songs produced in
Newsletters adverts radio ad's languages

billboards other than

banners

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Regions Co-ordinator

Ivorer ORGANISATION & TRAINING |

MDM Co-ordinator

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] {CO-ORDINATOR |
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COSATU Co-ordinator

Five Organisers

PWV plus OFS
Tvl Regions
Natal Regions
Border, Transkei
E & W Cape

One organiser

One organiser

Training Co-ordinator

Transport

Two Trainers

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| ADMINISTRATION SECTION |

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COMMUNICATIONS INFORMATION | SECRETARIAL | Logistics | FINANCE

Computer link to regions Centralised filling & litnary Minutes, Typing etc. Meeting arr
angements etc. Finances

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[ADMINISTRATION SECTION |

SENIOR ADMINISTRATOR

et _

COMMUNICATIONS INFORMATION | SECRETARIAL LOGISTICS FINANCE

Computer link to regions

Centralised filling & library

Minutes, Typing etc.

Meeting arrangements etc.

Finances

MDM /PF Forum
Meets a few times during
the campaign
to facilitate
co-operation for ANC/gen-
eral campaign.

BLOCAL ELECTIONS STRUCTURE |

[ELECTIONS POLITICAL COMMITTEE |

Made up of ANC branch executive, local
SACP and Cosatu leadership, local leaders
and others key to the campaign plus the
local co-ordinator.

LOCAL CO-ORDINATING TEAM

ELECTIONS CAMPAIGN CO-ORDINATOR

This person has to be full-time for at least the last 100
days of the campaign and based in an office for this tim

e

Made up of team leaders + co-ordinator + 2 political adv

Volunteer Task Teams

isors

Voter Organisation, | Media Production Press & Public] Research, Infor- Fundraising Mon
itoring & Administration, Security

Training & Transport | Team Relations Team | mation & Intelli- Team Peace Team Communic
ation, [Team

Team â\200\2241 gence Team Co-ord. Team :

50 - 500 volunteers - | at least 2 people [at least 2 people| at least 2 people | 5 - 2
0 people | 2 - 20 people at least 2 people + [1-10 depends
\ depends on area treasurer on area

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VOLUNTEERS FORUM

for information sharing

REMEMBER: You need 1 volunteer for every 100 voters

2. DEFINING THE ELECTORATE:

Various categories of the electorate were identified to facilitate the process of targeting :

Supporters, those who are undecided and opponents. Each category can be further divided into sub-groups.

a. Supporters:

These are individuals who objectively stand to gain from the victory of the struggle and do realise this. Among them are:

Members of the ANC, MDM structures and close allies in the PF. They are the core of our support base. There is a concentration of support among particular class and racial categories such as African working class. rural Africans, squatter communities. students, professionals of all races. Coloured and Indians from democratic organisations etc.

It is also necessary to pay special attention to those of our supporters who are opinion-formers and wield significant influence in their communities eg, teachers, preachers, chiefs, sports and media (TV and Radio) stars etc.

b. Swing/Undecided Voters:

These are individuals who objectively stand to gain from an ANC victory but do not realise this. Factors influencing this include:

- * Doubts about the ANC's capacity to govern, meet their aspirations, etc. Professionals within the black community as well as Coloured and Indian voters fall in this category.

- * Ignorance ("Don't know"): individuals such as women in outlying rural areas who, because of conditions in their areas have not become informed about the political process.

- * Fear and cynicism: Violence and intimidation affect the attitude of many people to the political process, including elections. Many might just abstain. eg, people in violence-torn areas. domestic workers. farm-workers.

- * Effect of apartheid propaganda: racial stereotypes from the apartheid propaganda machine create doubts about the capacity of the ANC to govern.

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3. IMAGE OF THE ANC:

There are certain objective and subjective realities that we need to take into account:

Negative images we may convey need to be analysed and Steps taken to address the causes.

As part of its propaganda campaign and taking advantage of some of our real weaknesses, the NP government seeks to tarnish the image of the organisation

What image then, should the ANC portray?

- * Confidence: our ability to win the elections decisively and capacity to govern.
- * A representative of genuine and fundamental change for the better.
- * A caring organisation - concerned about the interests of the country and its people, especially the downtrodden.
- * Consistency and cohesiveness in what we do and say.
- * A serious but cheerful] organisation.

Relationship between word and deed:

Our declarations of opposition to apartheid should find expression in the manner in which we relate to the NP and its allies. Firmness and authoritativeness in this regard are crucial. We should avoid a situation in which our engagement of the NP in negotiations blunts our ability to firmly challenge it.

c. Visual propaganda: posters and stickers with clear messages and symbols; TV; videos, including mobile stations; cartoons; photo booklets: cine-mark; graffiti;etc.

d. Various events in which drama and other forms of culture can be used.

e. Newspapers through adverts, articles, etc. Central in this regard is the attempt to establish a daily newspaper, and strengthening initiative to set up and/or use regional/local commercial newspapers; letters to editors; etc.

f. ANC printed material such as leaflets, tabloids, journals, regional newsletters.

There is mutual influence among the various media. For instance, what is reported in printed media would find its way into TV and radio: readers of magazines, eg teachers and students do have a great influence in their communities; etc.

A proper balance between national and regional/local media should be worked out. National supervision and co-ordination, production of basic material, etc will be crucial to the whole campaign. But actual contact with voters, translation, distribution, etc will take place at national, regional and local levels.

Distribution:

This is intimately linked to the organisational capacity.

We must urgently start networking among our tri-partite allies. MDM formations and Patriotic Front forces.

It was agreed that a central unit with the necessary infrastructure needs to be set up for this purpose.

However, this work requires some decentralisation. Resources need to be made available to regions and local structures to ensure that they carry out their work. This needs to be combined with a proper system of monitoring to ensure that propaganda material does not accumulate in regional/local offices and activists's homes. Internal communication among leaders in regions and branches is also crucial. Te Tea

Guidelines need to be prepared on distribution techniques as well as how media work in general will dovetail with the organisational work being carried out on the ground, eg, . house-to-house visits.

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RESEARCH SURVEYS

42.7% 51%
21.4% 13% POTENTIAL 20%
10.3% 3%
5.5% 3%
1%
PAC 1%
OTHER PARTIES 8.5%
UNDECIDED 10%

POSSIBLE SCENARIO :

AFRICAN 151 M 10.6 M
WHITE 33M 66 000
COLOURED 1.7M 177 000
INDIAN 0.6 M 179 000
11.02 M = 52.99
OVERALL

WITH LOWER PERCENTAGE POLL AMONG AFRICAN THAN
AMONG WHITES AND COLOURED THIS WILL FALL TO LESS
THAN 53%.

TO WIN AN OVERALL TWO THIRDS WE WILL NEED TO WIN 87 %
OF THE AFRICAN VOTE WITH A VERY HIGH PERCENTAGE POLL.

AFRICANS

I reject this organisation
completely and on principle

I personally am against this
party but can see it is of
benefit to some people

I have no feelings, good
or bad about this party

I feel quite good about this
party but would not vote
for it

I would perhaps vote for it
if there were an election

I would definitely vote
for this party

Don't know / refused

campaign should be supported financially) which will be made available to regions in due course. Funds and other resources raised into the Fundraising Account must be publicly reported.

vi. Regions are to draw up "Regional Donor" lists and circulate these to all its subregions and branches, in order to maximise regional fundraising and avoid

vii. Funds raised by the Regions and Branches must be declared and the proportion retained must be agreed in consultation with the higher structures.

3. FINANCIAL CONTROL AND REPORTING

To ensure the most effective use of funds between National and Regional Offices, and to maintain sound control of budgets, the following policies have been drawn up by the National Election Co-ordinating Team.

STRUCTURES - Refer to enclosed diagram

FINANCIAL POLICY

1. The Regional Treasurer is responsible for ensuring that there is proper control and accurate reporting of all income and expenditure. In addition, the
2. The branch treasurer is responsible for ensuring that there is proper control

and accurate reporting of all income and expenditure at the Jocaj level.

3. Each region Will have a Separate Regional Election Bank Account and separate books of account for election income and expenditure

4. The Regional Office will manage all funds for use at Sub-regional level. No sub-regional bank accounts may be opened. We propose discussion on problems

to

2." Monthly Financial Report

A monthly financial report must be faxed from the Region to the National Election Treasurer. (A format for this report will be sent to the Regions in due course)

3. Allocations from National to Regional Accounts

Once the monthly financial report has been approved, the requisitioned funds will be transferred from the National Elections Account to the Regional Elections Account.

4. Statement of Account

The National Elections Treasurer will keep a Statement of Account for each Region. This account will be sent to the Region at the end of each month so that the Region can compare its records to that of the National Office.

8. Allocation of Funds from Regions to Branches

Elections funds will be allocated by Regions to the Branches for bulk purchase of materials, equipment or services in terms of approved budgets. All payments of properly approved supplier invoices must be made by the Regional Treasurer. The disbursements will then be debited against Branch budgets,

in the Regional books of account.

As a general rule, no funds will be transferred to Branch Election Accounts. Only in exceptional cases and with the prior approval of the Regional Election Treasurer, may cash be advanced to a Branch election structure.

6. Provision for late invoices

Some funds should be retained for the purpose of settling late invoices which, in the normal course of events, will be received after the Election.

3. Financial reporting from Branches

The system as outlined above must be adopted by the regional treasurer in respect of each Branch Election Structure.

8. Any infringement/misappropriation of above procedures or departure from above will render the culprit liable with immediate suspension/expulsion irrespective of rank/position = Help from legal unit. (Similar clause to be

5. ALLOCATION POLICY

Allocation of resources is a strategic decision, which needs to be aligned to the overall election framework.

Until a coherent election strategy is devised, allocation policies cannot be finalised. But an urgent need has arisen for setting up sub-regional structures.

fundraising capacity

organisational capacity (canvasser per voter)
strategic political importance of the region
level of threat from the opposition

number of voters

number of ANC members

urban rural divide (access to voters)

availability of local expertise to be supplemented from National Office.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

In addition to these criteria, the amount of funding subsidy to each regional from the National Office will be based on:

) the shortfall between income and expenditure on approved budgets

timely and accurate submission of monthly election finance reports to the National office.

availability of funds from the National Office.
Broad Guidelines Concerning expenditure

Expenses that will be covered by the National Office, i.e. not taken out of regional allocations

National office will supply many direct material contributions for which

no charge will be levied on regions. Quantities will be based on the numbers agreed in the Regional Budgets. The following items may be

FUND - RAISING 1

STRATEGIC PLANNING GROUP

ar

â\200\224â\200\224 President's Office
NATIONAL FUND-RAISING â\200\224â\200\224â\200\224 DIA
COMMITTEE poe OTC

~â\200\224 â\200\224 SGO

Elecuons Comm.
Alliance

and selected others

[Reg. Fund Raising Comm. |

Election Fundraising Comm. Other Fundraising Comm.

Local Fundraising Comm.

Elections Training Programme

Aims of training:

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Structure

To train the ANC and its election allies to implement an effective election campaign.

To increase our capacity to organise and mobilise at a grassroots level.

Refer to the diagram on structures.

The structure for co-ordinating training is made up of:

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x

The ANC national and regional training task teams

Trainers based at four training service organisations (HAP, ERIP, AFESIS and CCLS) under a national unit called VEETU (Voter Education and Elections Training Uhnir).

The ANC structures will take responsibility for Co-ordinating the training and the delegates.

VEETU will be responsible for producing manuals and the training at national and regional levels, together with ANC training teams.

Training Programme

Refer to the diagram on the training programme.

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Training will take place at national, regional and local levels. The programme is designed to ensure that training is directly linked to the work that different people will have to do in the election campaign.

The first training workshop is directed at people on the regional elections co-ordinating teams. The focus of this workshop will be on skills required to manage the campaign such as: understanding what is an election campaign; planning skills and developing Strategy, time management: setting up and managing structures: leadership skills; specialist training and developing a regional

programme of action.

The second round of training is focused on regional training task

teams. The purpose is to equip regional trainers with the skills required to train branch activists to manage the campaign at local

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STRUCTURES FOR CO-ORDINATING TRAINING PROGRAMME

TRAINING CO-ORDINATORS

National Training Task
Team Co-ordinator
and Alliance.

14 Regional training
co-ordinators.

- * Political decisions
- * Content of training
- * Co-ordination

- * Delegates

NATIONAL TRAINING TEAM VEETU

Training organisations:
ERIP (W. & E. Cape)

HAP (Transvaal, O.F.S.
N. Cape)

AFESIS (Border, Transkei)
CCLS (Natal)

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AREA OF RESPONSIBILITY

- * Manuals
- * Training

- * Programmes
- * Funding

REGIONAL TRAINING TEAM

Regional Training Task Team
plus Alliance
plus Regional NGO's

Full-time sub regional
organisers

- * Co-ordination
- * Training
- * Delegates

LOCAL LEVEL PROGRAMME OF WORK

Oppositional research, media distribution, beginning plans for a local office and the launching of the campaign.

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TO: ANC BRANCHES
FROM : THE NATIONAL ELECTIONS COMMISSION

Dear Comrades

At the National Strategy workshop that was held from 29 to 31 January a number of decisions were taken about the election campaign. All regions made inputs from the 14 regional strategy workshops to which all branches were invited.

The most important decisions were in relation to election structures and the immediate programme of work at local level.

The structures that need to be set up at local level are described on page two. One iÂ» attached A3 sheet of paper is the summary of the programme of work that was adopted in principle at the national workshop.

We would like ail local areas to begin to work on the programme immediately. The programme is focused around 11 key activities; drawing up a community profile (guidelines are enclosed). setting up structures, meeting ail local organisations, havi ng a planning meeting, recruiting volunteers, house visiting campaign linked to an ID campaign, distributing media (from head office), doing research into the opposition, beginning to plan for a local office and launching the campaign in some public way.

If these task sound difficult, a training workshop will be held in your region where tw o people from every local area will be invited. The training workshop will explain how each task is done and manuais that describe the process will be distributed at the training workshop. The dates for the workshops are listed below; keep in touch with the regional office for details.

ALL THE LUCK

Region Date

W. Cape 27 -28 February

PWV + W.Tvl 5 - 7 March

N.Tvi 12 - 14 March

N.Cape (not confirmed) 12 - 14 March:

E. Tvi y 19 - 21 March

N. OFS : 26 - 28 March

S. OFS a 2-4 April

Border 5S sub-regions 6-7 March

13 - 14 March

20 - 21 March

3-4 April

17 - 18 April

27 - 28 April

Transkei (not confirmed) 27 - 28 March

S. Natal, Midlands, N.Natal and E.Cape are not confirmed.

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Who COULD form part of the front

These are the organisations that we need to decide our relationship with :

MDM: Sansco, Cosas, Sadtu, Contralesa, Sasco, etc

PF: NIC/TIC, Inyandza, TMC, IYP, LP, UPF, VMC

other organisations include -

PAC, Azapo Ximoko, ADM, BCDP, Dikwangkwetla, Solidarity, NPP

IFP, DP.

Criteria to be considered when determining alliances and relationships :

1. The need to distinguish strategic alliances from tactical alliances

> The need to build the broadest anti-apartheid front keeping in mind that
We want to win at all costs but not at any price.

3. Our strategic concerns : Inni maintaining our Credibility,

Vi . meaningful

transformation of social relations, deliver a democracy and a better
quality of life.

The existing relationship (this should include an assessment about levels
of dual membership, current regional and national relationship), promises
we have made and expectations they have of us.

â\202¬ organisation, the likely net gain or loss the alliance
result in. (the impact on our activists and implications

Their policies, their past, the medium and long term implications of our
decision today.

Possibility of ensuring genuine accountability, organisational and
political.

The Strategy workshop recommended that the NEC should â\202¬Xxamine the
considerations listed above and then finalise in relat I

* Have initiative, be energetic and hardworking

* Be accountable to the ANC regardless of what organisation the person belongs to once they are on the ANC list.

A code of conduct for our candidates must be developed.

Process of Formulating the is;

A. Nominations at local levels with ANC branches and local Electoral Front partners invited to nominate people after being briefed about the considerations and criteria. The nominations should provide detailed motivations.

B. Nominations are taken to a regional nominations conference, Regions have the task of nominating (...) amount to the national list and a proportion of the regional list based on the percentage of the electorate

C. According to this process nominations should be for all forces part of the EF from local level. However, if this does not happen, we may have to combine this process with quotas for these forces eg. Invandza, etc.

E. The-draft list and a regional submission are then presented to a national nominations conference, convened by the committee. All EF partners participate, with a bias towards the tripartite. The conference review and modifies the list.

F. The list is then presented to the ANC NEC for ratification with only

COSATU'S PROPOSAL FOR A RECONSTRUCTION ACCORD

Second draft, January 1993 Not for publication

Introduction

The COSATU CEC of October agreed on the need to develop a Reconstruction Accord by progressive organisations which should serve as a basis for an Election Platform of the ANC.

This decision has further been discussed with SANCO, exrior=d with the SACP and a rough draft presented at an ANC Elections National Planning Committee.

What is a Reconstruction Accord?

[tis important to differentiate between a Reconstruction Accord and a Social Contract, These are often confused resulting in the concepts being used interchangeable. While a social contract is often a result of negotiations between the state, employers and the unions, a Reconstruction Accord should be seen as setmng out a framework within which organisations of the poor and working people will reconstruct the economy in future.

It is an instrument with which we intend to harness and redirect resources to meet the needs of broader society while at the same time â\202-MPOWERING gÂfrassroot organisations to direct their future and destiny.

Such an Accord should be seen to be in three parts which are part of a whole and stand upon one another. These are:

Election Platform

This should be a brief document outlining broad areas around which our election campaign is based. It should cover constitutional, social and economic areas.

Accord

This is a detailed document oudining those broad areas contained in the Election Platform. It is envisaged that a Reconstruction Accord will only emerge arter an ongoing process of discussion. within the framework of an election pact. Its enrichment and development is ongoing and will extend beyond election day.

Programme

This outline how and when those areas as outlined in the Accord would be realised. the role that unions, civics and other organs will play in its fulfilment. what constraints wail

Upgrading of workers skills
- Literacy for all.

3. Social services and benefits:
- A national health system.
- A national pension system.
- Housing and electrification. :

4. Individual and collective rights including:
- worker, youth and unemployed.
- rights to enable strong civil society.

The phases to a Reconstruction Accord

Below are the initial ideas we have in COSATU. These ideas need be developed jointly by the Alliance in the light of an envisaged time frame for elections.

Phase One:

Discussion and consultation in the Alliance
Discussion with civil society.

Agreement with the ANC on an election pact.
Possible establishment of a Joint Commission for
Development to:

" Win further support for a Reconstruction Accord
Enable the necessary research and policy development.

Reconstruction and

=

Phase Two

* Ongoing discussions on developing the content of the Accord.

Phase Three

Once a new government is in place, the Accord would need to be implemented and its implementation monitored.

At the same time, the platform of the Reconstruction Accord would be used as a basis for our negotiations in the nanonai forums we are involved in.

What does a Reconstruction Pro
ANC election campaign?

The reconstruction accord can offer practical and concrete solutions to the serious problems of jobs, education and health care which would also go a long way to

programme have to offer to the

CONSTITUTIONAL AND LEGAL ISSUES

or TA

There shall be no registration of voters, no voters roll.

Identification: Two key types of documents will be used by voters on election days. The first is a recognised ID issued by the TBVC, SA Government or Passports; the second will be a common voters card issued by the IEC.

For those who do not have any form of ID or do not want to use it they will be free to apply for a voters card from the IEC. Documents including baptismal certificates, birth certificates and even two affidavits from recognised citizens can be used to acquire the voters card.

THE ANC SHOULD IMMEDIATELY LAUNCH A CAMPAIGN FOR PEOPLE TO ACQUIRE ID BOOKS AND CONTACT WITH HOME AFFAIRS TO FACILITATE THE ISSUING OF THESE DOCUMENTS SHOULD BE ARRANGED.

The Independent Electoral Commission should intervene in Home Affairs to ease the allocation of IDs once it is established.

Eligibility: All South African citizens (including the TBVC) over the age of 18 (The Youth League position of 16 was noted) will be allowed to vote. This includes people born in SA, having one SA parent, have resided here for more than 5 years and intend to become an SA citizen. especially those who have previously been discriminated against. South Africans living abroad are included.

Exclusions: No decision was reached on whether convicted prisoners serving sentence should vote and was referred to the NEC for decision.

Mentally less abled persons will also not be allowed to vote.

Independent Electoral Commission

Commission _? at try ET ng SL MT ge ee
% 7 - 11 wise people and at least 3 international experts
ii they will serve full time and not hold office of any party
as a collective they should command the support and confidence of the
overwhelming majority of South Africans

Oo

movement;

Parties who fail to achieve 5% of the total votes will lose their deposit. This will be the percentage for parties to qualify for seat(s) in the CA. the question of verification of membership of parties was left open.

Code of Conduct

an agreed code of conduct to which all parties must subscribe should be established;

special attention must be given to disruption of meetings, intimidation, dirty tricks, etc

Severe penalties should be attached to failure to abide by the code.

Security Forces

=

all security forces should be confined to barracks one month before and one month after elections. unless the new government decide otherwise; the involvement of an international force in monitoring the barracks to ensure that the armed forces remain there;

There will be a TEC sub-council on security forces

If the OAU and UN is able to contribute a peace keeping force this should be encouraged

Monitors

should include the UN, Commonwealth, OAU and EEC

local and international NGO's should be encouraged and coordinated

a second monitoring force must be partisan and clear rules of their conduct at the polls must be set.

Ballot papers

x

any dispute should be referred to the IEC for resolution

Markings

x

Any indications which show the preference of the voter should be accepted as a valid ballot. This include a cross, tick, a circle, a

V2

STRUCTURES FOR THE ELECTION CAMPAIGN :

An election requires specific structures that can facilitate quick decision making, high levels of co-ordination and maximum outreach to the electorate. The attached structure tries to meet these requirements keeping in mind the existing ANC/alliance structures and what is required under ideal circumstances.

As reflected on page one of the diagrams, there are essentially three types of structures; consultative forums, Election Political Committees and implementing structures. These operate at four levels; national, regional, sub-regional and local. The structures are specific election structures and are not limited to constitutional ANC structures and therefore all structures will involve ANC / alliance and other organisations we choose to work with. The principle is to have a single structure at each level that operates within a single command system and removes parallelism.

The relationships are defined at two levels; lines of political accountability and command lines for implementation. On page one of the attached diagrams the political lines of accountability are reflected as single lines with arrow heads while the command lines for implementation are reflected as double lines. This means that a local elections co-ordinator and the team report to the elections political committee at local level which reports to the BEC. The regional co-ordinator and team are likewise responsible to the regional elections political committee which reports to the REC. The implementation command line begins with the National elections political committee and is delegated to the national campaign co-ordinator who links to the regional campaign co-ordinator who through the sub-regional office links to the local campaign co-ordinator. On implementation issues the co-ordinators are the key points of contact. All co-ordinators at all levels MUST BE senior political leaders so that they have sufficient influence to make things happen. They would also upon receiving guidelines know whether to convene the elections political committee at their level or not.

At NATIONAL LEVEL as reflected on page two of the diagrams, the NWC and NEC remain politically responsible for the campaign, but appoint an ELECTIONS POLITICAL COMMITTEE of about EIGHT

people to effectively provide political guidance to the campaign in an ongoing way. The Elections Political Committee is made up of

VY

i POLITICAL STRUCTURES] BVPLEMENTING STRUCTURES

National Election Forum

MDM / PF Forum
STRATEGY

a _7_Groue 1
7

National Elections 4&â\200\224â\200\224â\200\224â\200\224â\200\224â\200\224â\200\224â
\200\224â\200\224â\200\224â\200\224â\200\224 Campaign Co-ordinator
Political Committee Assistant Co-ordinator 7
4 6 to 8 people Campaign Co-ordinating Team

Section Co-ordinators

Task Teams

â\200\230REC! Regionai Election Forum

MDM / PF Forum

Regional Election | Regional Campaign Co-ordinator

Political Committee Ag Sa

Campaign Co-ordinating Team

1 ANC, Allies, YL, WL, others a,

plus co-ordinator Section C-orainators

Task Teams

Sub-regionai Offices | â\200\224â\200\224â\200\224â\200\224â\200\224â\200\224}

ee â\200\224â\200\224â\200\224â\200\224â\200\224â\200\224â\200\224â\200\224â\200\224â\200\224â

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Organiser and Administrator

BEC Sub-regionai Co-ordinating Committee

: |

MDM / PF Forum

Local Election ; Local Campaign Co-ordinator

Political Committee

Campaign Co-ordinating Team

ANC, Allies, YL, WL, others

plus co-ordinator

Section Co-ordinators

Task Teams

These two task teams have to work very closely with each other to ensure that there is a single message being conveyed through our media and any public statements we make.

The VOTER ORGANISATION AND task of ensuring the mass campaign doing it are adequately trained. The task team on regions will have regions and spending at least 50% of their

.

The RESEARCH team works with the pollsters and co-ordinates oppositional research and internal feedback from regions.

The FUNDRAISING team has responsibility to develop a fundraising strategy and raise the resources needed.

The MONITORING AND PEACE team has two key tasks: that of ensuring we have a free and fair election in terms of the election procedures and intervening to ensure we have a peaceful election.

The ADMINISTRATION team has to ensure information flows effectively, meetings and minutes are well arranged and that the financial management of the campaign is sound.

The SECURITY team has the task of protecting our campaign and campaigners.

At the REGIONAL level: we have a REGIONAL ELECTIONS POLITICAL COMMITTEE that provides political direction to the campaign and a CO-ORDINATING TEAM that implements. The Regional CO-ORDINATOR should be a senior political person who has both organisational and Management skills. Where possible the regional secretary should be the co-ordinator and appoint an assistant as back up. The regional TASK TEAMS should be mainly full-time people who have the same responsibilities as their national counterparts for the region.

SUB-REGIONAL OFFICES will be necessary to get the campaign closer

-

to the ground. The sub-regional office should employ two people: one an organiser and the other an administrator to ensure proper communication and co-ordination with branches. Where possible the current organisers both national and regional should be appointed to regional offices.

Ivorer ORGANISATION & TRAINING |

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Regions Co-ordinator MDM Co-ordinator COSATU Co-ordinator | Training Co-ordinator Trans
port

Five Organisers One organiser One organiser Two Trainers

PWV plus OFS

Tvl Regions

Natal Regions

Border, Transkei

E & W Cape

[MEDIA PRODUCTION SECTION |

â\200\224 ra em tes Sâ\200\224â\200\224â\200\224â\200\224 â\200\224â\200\224

CO-ORDINATOR

ASSISTANT CO-ORDINATOR

Both sit on the co-ordinating Team

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â\200\224 â\200\224 ee vamâ\200\224

TASK TEAM

Each section has at least one full-time person

//

PRINT MEDIA VISUALS AND AUDIO VIDEO DRAMA & Music TRANSLATION DISTRIBUTION
ADVERTISING

unit to work Linked closely to or-

on material ganising sectign
produced in

Pamphlets posters tapes videos
Booklets stickers broadcasts
Newsletters adverts radio ad's languages
billboards other than
banners English

| ADMINISTRATION SECTION |

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COMMUNICATIONS INFORMATION | SECRETARIAL | toaistics | Nance
Computer link to regions Centralised filling & library Minutes, Typing etc. Meeting arrangements etc. Finances

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[ADMINISTRATION SECTION

SENIOR ADMINISTRATOR

ath

COMMUNICATIONS INFORMATION | SECRETARIAL LOGISTICS FINANCE

Computer link to regions Centralised filling & library Minutes, Typing etc. Meeting arrangements etc. Finances

DEFINING THE ELECTORATE:

Various categories of the electorate were identified to facilitate the process of targeting :

Supporters, those who are undecided and opponents. Each category can be further divided into sub-groups.

a. Supporters:

These are individuals who objectively stand to gain from the victory of the struggle and do realise this. Among them are:

Members of the ANC, MDM structures and close allies in the PF. They are the core of our support base. There is a concentration Of support among particular class and racial categories such as African working ciass. rural Africans, squatter communities, students, professionals of all races. Coloured and Indians from democratic organisations etc.

It is also necessary to pay special attention to those of our supporters who are opinion-formers and wield significant influence in their communities eg, teachers, preachers, chiefs, sports and media (TV and Radio) stars etc.

b. Swing/Undecided Voters:

These are individuals who objectively stand to gain from an ANC victory but do not realise this. Factors influencing this inciude:

- * Doubts about the ANC's capacity to govern, meet their aspirations, etc. Professionals within the black community as well as Coloured and Indian voters fall in this category.

- * Ignorance ("Don't knows"): individuals such as women in outlying rural areas who, because of conditions in their areas have not become informed about the political process.

- * Fear and cynicism: Violence and intimidation affect the attitude of many people to the political process. including elections. Many might just abstain. eg, people in violence-torn areas. domestic workers. farm-workers.

- * Effect of apartheid propaganda: racial stereotypes from the apartheid propaganda machine create doubts about the capacity of the ANC to govern.

MLOCAL ELECTIONS STRUCTURE |

MDM /PF Forum

Meets a few times during
the campaign to facilitate
co-operation for ANC/gen-

eral campaign. [ELECTIONS POLITICAL COMMITTEE |

Made up of ANC branch executive, local
SACP and Cosatu leadership, local leaders
and others key to the campaign plus the
local co-ordinator.

LOCAL CO-ORDINATING TEAM

ELECTIONS CAMPAIGN CO-ORDINATOR

This person has to be full-time for at least the last 100
days of the campaign and based in an office for this time

Made up of team leaders + co-ordinator + 2 political advisors

Volunteer Task Teams

Voter Organisation, | Media Production Press & Public Research, Infor- Fundraising Moni
toring & Administration, Security
Training & Transport | Team Relations Team | mation & Intelli- Team Peace Team Communic
ation, [Team
Team â\200\224i gence Team Co-ord. Team Â¢

*

50 - 500 volunteers - | at least 2 people [at least 2 people| at least 2 people [5 - 20
people | 2 - 20 people at least 2 people + [1 - 10 depends

depends on area treasurer on area

VOLUNTEERS FORUM

for information sharing

REMEMBER: You need 1 volunteer for every 100 voters

3. IMAGE OF THE ANC:

There are certain objective and subjective realities that we need to take into account:

decisions we make in the current period.

Negative images we may convey need to be analysed and steps taken to address the causes.

As part of its propaganda campaign and taking advantage of some of our real weaknesses, the NP government seeks to tarnish the image of the organisation and its leadership. Its main platform in the election campaign will be to attempt to convince voters that though things had been bad under NP, they will be much worse under the ANC (the "better the devil you know" syndrome).

What image then, should the ANC portray?

- * Confidence: our ability to win the elections decisively and capacity to govern.
- * A representative of genuine and fundamental change for the better.
- * A caring organisation - concerned about the interests of the country and its people, especially the downtrodden.
- * Consistency and cohesiveness in what we do and say.
- * A serious but cheerful organisation.

Relationship between word and deed:

Our declarations of opposition to apartheid should be in line with the reality in which we live

c. Visual propaganda: posters and stickers with clear messages and symbols; TV; videos, including mobile stations; cartoons; photo booklets: cine-mark; graffiti;etc.

d. Various events in which drama and other forms of culture can be used.

e. Newspapers through adverts, articles, etc. Central in this regard is the attempt to establish a daily newspaper, and strengthening initiative to set up and/or use regional/local commercial newspapers; letters to editors; etc.

f. ANC printed material such as leaflets, tabloids, journals, regional newsletters.

There is mutual influence among the various media. For instance, what is reported in printed media would find its way into TV and radio: readers of magazines, eg teachers and students do have a great influence in their communities; etc.

A proper balance between national and regional/local media should be worked out. National supervision and co-ordination, production of basic material, etc will be crucial to the whole campaign. But actual contact with voters, translation, distribution, etc will take place at national, regional and local levels.

Distribution:

This is intimately linked to the organisational capacity.

We must urgently start networking among our tri-partite allies. MDM formations and Patriotic Front forces.

It was agreed that a central unit with the necessary infrastructure needs to be set up for this purpose.

However, this work requires some decentralisation. Resources need to be made available to regions and local structures to ensure that they carry out their work. This needs to be combined with a proper system of monitoring to ensure that propaganda material does not accumulate in regional/local offices and activists's

homes. Internal communication among leaders in regions and branches is also crucial. a

Guidelines need to be prepared on distribution techniques as well as how media work in general will dovetail with the organisational work being carried out on the ground, eg, house-to-house visits.

RESEARCH SURVEYS

51%
13% POTENTIAL 20%
3%

3%

PAC
OTHER PARTIES
UNDECIDED

POSSIBLE SCENARIO :

AFRICAN 150M 10.6 M
WHITE 33M 66 000

COLOURED 1.7M 177 000
INDIAN 0.6 M 179 000

11.02 M

AFRICANS

I reject this organisation
completely and on principle

I personally am against this
party but can see it is of
benefit to some people

I have no feelings, good
or bad about this party

I feel quite good about this
party but would not vote
for it

I would perhaps vote for it
if there were an election

I would definitely vote

for this party

Don't know / refused

ANC

nr
0

12

66

PAC

10

36

23

12

10

DP

%

13

47

15

10

NP

%

16

2

32

12

12

cr

58

19

%

Ho.

m

14

31

campaign should be supported financially) which will be made available to regions in due course. Funds and other resources raised into the Fundraising Account must be publicly reported.

3. FINANCIAL CONTROL AND REPORTING

To ensure the most effective use of funds between National and Regional Offices, and to maintain sound control of budgets, the following policies have been drawn up by the National Election Co-ordinating Team.

STRUCTURES - Refer to enclosed diagram

FINANCIAL POLICY

2. The branch treasurer is responsible for ensuring that there is proper control and accurate reporting of all income and expenditure at the local level.

3. Each region will have a separate Regional Election Bank Account and separate books of account for election income and expenditure

4. The Regional Office will manage all funds for use at Sub-regional level. No sub-regional bank accounts may be opened. We propose discussion on problems

2." Monthly Financial Report

A monthly financial report must be faxed from the Region to the National Election Treasurer. (A format for this report will be sent to the Regions in due course)

3. Allocations from National to Regional Accounts

Once the monthly financial report has been approved, the requisitioned funds will be transferred from the National Elections Account to the Regional Elections Account.

4. Statement of Account

The National Elections Treasurer will keep a Statement of Account for each Region. This account will be sent to the Region at the end of each month so that the Region can compare its records to that of the National Office.

5 Allocation of Funds from Regions to Branches

Elections funds will be allocated by Regions to the Branches for bulk purchase of materials, equipment or services in terms of approved budgets. All payments of properly approved supplier invoices must be made by the Regional Treasurer. The disbursements will then be debited against Branch budgets,

in the Regional books of account.

As a general rule, no funds will be transferred to Branch Election Accounts. Only in exceptional cases and with the prior approval of the Regional Election Treasurer, may cash be advanced to a Branch election structure.

6. Provision for late invoices

Some funds should be retained for the purpose of settling late invoices which, in the normal course of events, will be received after the Election.

7. Financial reporting from Branches

The system as outlined above must be adopted by the regional treasure in respect of each Branch Election Structure.

8. Any infringement/misappropriation of above procedures or departure from above will render the culprit liable with immediate suspension/expulsion irrespective of rank/position = Help from legal unit. (Similar clause to be

5. ALLOCATION POLICY

Allocation of resources is a strategic decision, which needs to be aligned to the overall election framework.

For example, if canvassers are the primary means to get to voters, substantial resources need to be allocated to Support a canvassing drive. If, on the other hand, radio and TV are identified as the primary means to access voters, then resources need to be directed towards media. etc.

Until a coherent election strategy is devised, allocation policies cannot be finalised. But an urgent need has arisen for setting up sub-regional structures.

The national office will develop criteria to guide us in our allocation policy. These criteria will take into account the following factors for each region:

fundraising capacity

organisational capacity (canvasser per voter)

strategic political importance of the region

level of threat from the opposition

number of voters

number of ANC members

urban rural divide (access to voters)

availability of local expertise to be supplemented from National Office.

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In addition to these criteria, the amount of funding subsidy to each regional from the National Office will be based on:

i) the shortfall between income and expenditure on approved budgets

ii) timely and accurate submission of monthly election finance reports to the National office.

ii) availability of funds from the National Office.

Broad Guidelines Concerning expenditure

1. Expenses that will be covered by the National Office, i.e. not taken out of regional allocations

National office will supply many direct material contributions for which no charge will be levied on regions. Quantities will be based on the numbers. agreed in the Regional Budgets. The following items may be

Gor

FUND - RAISING |

STRATEGIC PLANNING GROUP

â\200\224â\200\224â\200\224 Presidentâ\200\231s Office
NATIONAL FUND-RAISING â\200\224â\200\224â\200\224 DIA

COMMITTEE â\200\224â\200\224 OTC
~â\200\224â\200\224 SGO
| Elections Comm.

N Alliance

and selected others

REC

(Reg. Fund Raising Comm. |

Election Fundraising Comm. Other Fundraising Comm.

Local Fundraising Comm.

Elections Training Programme

Aims of training:

ue

Structure

To train the ANC and its election allies to implement an effective election campaign.

To increase our capacity to organise and mobilise at a grassroots level.

Refer to the diagram on structures.

The structure for co-ordinating training is made up of:

x

x

The ANC national and regional training task teams

Trainers based at four training service organisations (HAP, ERIP, AFESIS and CCLS) under a national unit called VEETU (Voter Education and Elections Training Uhnir).

The ANC structures will take responsibility for Co-ordinating the training and the delegates.

VEETU will be responsible for producing manuals and the training at national and regional levels, together with ANC training teams.

Training Programme

Refer to the diagram on the training programme.

x

Training will take place at national, regional and local levels. The programme is designed to ensure that training is directly linked to the work that different people will have to do in the election campaign.

The first training workshop is directed at people on the regional elections co-ordinating teams. The focus of this workshop will be on skills required to manage the campaign such as: understanding what is an election campaign; planning skills and developing strategy, time management; setting up and managing structures: leadership skills; Specialist training and developing a regional programme of action.-

The second round of training is focused on regional training task

teams. The purpose is to equip regional trainers with the skills required to train branch activists to manage the campaign at local

STRUCTURES FOR CO-ORDINATING TRAIN

ING PROGRAMME

TRAINING CO-ORDINATORS

National Training Task
Team Co-ordinator
and Alliance.

14 Regional training
co-ordinators.

NATIONAL TRAINING TEAM VEETU

Training organisations:
ERIP (W.& E.Cape)

HAP (Transvaal, O..S
N.Cape)

AFESIS (Border, Transkei)
CCLS (Natal)

AREA OF RESPONSIBILITY

- * Political decisions
- * Content of training
- * Co-ordination

- * Delegates

- * Manuals
- * Training
- * Programmes
- * Funding

REGIONAL TRAINING TEAM

Regional Training Task Team
plus Alliance
plus Regional NGO's

Full-time sub regional
organisers

- * Co-ordination
- * Training
- * Delegates

MERCH 09- Bo

TO : ANC BRANCHES

FROM : THE NATIONAL ELECTIONS COMMISSION

Dear Comrades

At the National Strategy workshop that was held from 29 to 31 January 2000, a number of

decisions were taken about the election campaign. All regions submitted inputs from the 14 regional strategy workshops to which all branches were invited.

The most important decisions were in relation to election structures and the immediate programme of work at local level.

We would like all local areas to begin to work on the programme immediately. The programme is focused around 11 key activities; drawing up a community profile (guidelines are enclosed). setting up structures, meeting all local organisations, having

a planning meeting, recruiting volunteers, house visiting campaign linked to an [D] campaign, distributing media (from head office), doing research into the opposition, beginning to plan for a local office and launching the campaign in some public way.

If these tasks sound difficult, a training workshop will be held in your region where two

people from every local area will be invited. The training workshop will explain how each task is done and manuals that describe the process will be distributed at the training workshop. The dates for the workshops are listed below; keep in touch with the regional office for details.

ALL THE LUCK

Region Date

W. Cape 27 -28 February

PWV + W.Tvl 5 - 7 March

N.Tvl 12 - 14 March

N.Cape (not confirmed) 12 - 14 March

E. Tvl - 19 - 21 March

N. OFS 26 - 28 March

S. OFS B 2-4 April

Border 5 sub-regions 6-7 March

Fr 13 - 14 March

20 - 21 March

3-4 April

17 - 18 April

27 - 28 April

Transkei (not confirmed) 27 - 28 March

S. Natal, Midlands, N.Natal and E.Cape are not confirmed.