



NEC

NATIONAL EXECUTIVE COMMITTEE

BULLETIN

ANC NEC Lekgotla Special Edition

Produced by the African National Congress

FOREWORD BY SECRETARY GENERAL GWEDE MANTASHE

‘Lekgotla is an annual strategic session of the National Executive Committee’

Lekgotla is an annual strategic session of the National Executive Committee whose primary objectives are:

- *To assess progress made in the implementation of the ANC and its government’s previous year’s programme.*
- *To develop a common and concrete programme for both the ANC and its Government for the coming year. Such a programme is derived from the January 8 Statement, delivered by President Jacob Zuma at the occasion of our 98th Anniversary celebration in Kimberley.*

For us to be able to do all this we are required to enhance the capacity of the organisational structures to do their expected political oversight. The ANC must determine the agenda and monitor the implementation. In this process, cadres of the movement deployed in government by being part of the structures, also make their contribution in the deliberations in order to enrich the outcomes.

The political overview by the President, and the state of the organisation report by the Secretary General, anchored the work of the five different commissions of the Lekgotla. In line with the appeal by the President, commissions focused on implementation with minimal time spent on analysis and diagnosis as these have already been exhausted. The call by the President to the commissions is extended to ANC structures, that they should adopt a similar approach in implementing the programme.

This report must be distributed widely to the branches so that the members of the ANC can participate in the debate as part of preparing for the National General Council (NGC).



The National Executive Committee Lekgotla was held at Esselen Park, Gauteng, on 15 – 18 January 2010

The commissions have reaffirmed that we need to spend time and energy building a campaigning ANC. The report of the Lekgotla must, therefore, be used to help branches to start campaigns that strike the cord with the community.

This will put paid to the President’s call that we must make 2010 *the year of action*.

We encourage all our structures to make use of this report so it bears fruit.

Gwede Mantashe
Secretary General



OVERVIEW BY PRESIDENT JACOB ZUMA

Working together to speed up service delivery to the people

We are pleased to welcome to this second session, our deployed cadres as well as senior public servants, whose task is to ensure the effective implementation of our Manifesto. We meet primarily to chart the way forward and develop a programme of action for 2010, informed by the direction provided by the January 8 statement, derived from our election Manifesto.

At this Lekgotla we must reflect on how far we have come in trying to implement the Manifesto. We must look at how far we have been able to live up to expectations of our people and identify the weaknesses that must be corrected speedily. The January 8 statement of the ruling party provided the line of march for 2010. The theme of the year is simple, yet so important: *Working together to speed up effective service delivery to the people*. This theme will guide the design and implementation of our programme of action for 2010. Faster, more responsive, caring and effective service delivery is what we want to see in 2010. Taking our people seriously, putting people first in service delivery in the real sense, should define our work in 2010.

You will recall that during the inauguration, we committed ourselves to the service of the nation with dedication, commitment, discipline, integrity, hard work and passion. We called for faster service delivery. We said the dreams and hopes of all the people of our country must be fulfilled. We said there was no place for complacency, cynicism and excuses.

The 2009 election victory enabled us to lay the foundation for a government elected with a popular mandate, which would enable us to achieve these goals. I must again emphasise the need to create a truly people-centred developmental State.

In the election Manifesto we stated, that we need to change the way government relates to our people in the delivery of services. We said we were committed to a service delivery culture that would put every elected official and public servant to work for our people, and ensure accountability to our people.

At this Lekgotla, in whatever commission we are in, this must be discussed. We can have as many wonderful policies as we can, but if ordinary people do not feel their impact, and if they feel ignored and shut out, the policies are as good as non-existent.

There must be no social distance between the people and their government, and the people must not be ignored. Many communities have seen changes in their lives since the elections, but others would point to weaknesses that need to be corrected. We should identify the weaknesses and work out the corrective measures and rectify.

WORKING TO SPEED UP SERVICE DELIVERY

As you know, we committed ourselves to five priorities, health, education, rural development, creating decent jobs and the fight against crime.

In the January 8 statement we added local government and the 2010 FIFA World Cup as amongst the special projects for 2010. Building cohesive communities and promoting nation building is an ongoing area of focus as well, and is integral to all our work. We said we would be a government that connects with the people. Have we done so in the past year?

I have undertaken several visits last year to all provinces, both as President of the ANC and of the Republic and I talk to people. They also call me, through the Presidential Hotline or directly on my cellphone, as somehow many seem to know the number. I also receive mountains of letters.

All this enables me to keep in touch. It gives me a useful direct monitoring and evaluation mechanism! What people tell me indicates clearly that change is very minimal when it comes to citizen and customer care, especially relating to frontline services. As part of the move to change the way government works and to make it more responsive and accessible, we established the Presidential Hotline. It is meant to be an appeal mechanism, to enable people who have been frustrated by government departments to call the Presidency for intervention.

Since its formation, the Hotline has done much to promote government responsiveness and accountability. It has received a large volume of calls, indicating both the need for such a service and the eagerness of South Africans to interact with government.

Through this service, hundreds of people have managed to have problems attended to and resolved, and it has set a new trend with regards to citizen care. The complaints received indicate to us what troubles our people each month.

We receive complaints relating to the following:

- Municipal services - electricity, sanitation, housing, water supply, fireworks.
- Unfair labour practices and dismissals.

- Housing shortages, delays and corruption in the system.
- Land claims delays and failure to resolve them.
- Complaints by victims of crime who feel their cases are not being attended to adequately and speedily.
- Requests for poverty relief assistance from destitute families.
- Financial services: complaints about banks and insurance companies.
- Complaints about state owned enterprises.
- Alleged breach of contracts by government departments, for example departments failing to pay for services rendered or paying late.
- Requests for funding for bursaries, donations, projects, business projects.
- Complaints from political parties especially the Democratic Alliance which has made complaining to and about the Hotline its special project.

While the Hotline has been successful in resolving enquiries, the response of government Departments and Provinces to enquiries has been unsatisfactory to put it mildly.

Our view, that we need to do more to improve the attitude and performance of our public service to citizen care, has been proven correct. In the first month of the hotline operation, only 12% of the opened calls with provinces were resolved, growing to 31% in November. By September only 19% of complaints sent to national departments were resolved, growing to 33% by November.

On the 24th of November, I wrote to all Ministers and Premiers and alerted them to this shocking state of affairs. I directed all Ministers and Premiers to prepare turnaround strategies, and tell me what would be done to ensure that all enquiries transferred to them for investigation are responded to urgently and efficiently.

We took the trouble to include response rates per departments in order to make our elected representatives and deployed cadres see how individual departments were faring. To date, I have only received two responses, from one Minister and one Premier. Others are probably still on the way. I therefore believe South Africans when they say that their appeals for help to our Ministries and Departments are not attended to. Then why do we become surprised when political opportunists who promise to take up the issues on their behalf hijack people? Why do we become surprised when they take to the streets to force government to respond? And is that the way we want to work with citizens?

In the reconfiguration of government, we established the planning as well as the monitoring and evaluation capacity with good reason, as we want an effective developmental state. During 2010, the people will come first. Citizen care will become part of the performance assessments of all Ministries. That is why the Presidential Hotline is being relocated from the Communications branch in the Presidency to the Ministry of Performance Monitoring and Evaluation.

The defining feature of this administration will be that it is a government that knows where the people live, which know what they think, and which acts fast on issues they raise.

You would have noted that in the January 8 statement, we said that to meet our service delivery objectives, we need a new type of public sector cadre, who would have a caring attitude in dealing with citizens.

That is why we stated in our January 8 statement that: *“There are those placed in positions of responsibility who do nothing to address the concerns of the people they are meant to serve, either through incapacity or unwillingness. Where people are found to be incapable of performing the tasks assigned to them, we must work with speed, to either capacitate such people or replace them with more capable people”.*

We reiterate that we need to shorten the process of removing incompetent public servants. We have allowed departments some leeway last year as most people were still settling in, and our monitoring and evaluation mechanism was also still being established. 2010 is the year of action and we must all be ready to work harder, smarter and faster.

SPEEDING UP THE IMPLEMENTATION OF PRIORITIES

Chairperson, this Lekgotla must help us come out with clear service delivery pointers and indicators.

I urge chairpersons of Commissions not to allow participants to lament. They must also not allow people to spend time analysing and diagnosing problems. We did that during the elections. We went all over the country asking our people what they wanted and produced the Election Manifesto. We are now in power, we are in control of the bureaucracy and resources, and we must solve problems. Participants must be directed towards solutions.

On education, which is our apex priority, we must know what it is that we will do to ensure that all provinces increase their pass rates in 2010. We cannot accept a downward trend. We want to know how we will ensure that teachers are in school, on time and teach for seven hours a day, that all our schools have facilities that enable good teaching and learning. We want more children to take up Maths and Science. Do we have enough teachers to teach these subjects? If not, what is the remedy? Do all our schools have proper infrastructure and facilities? If not, what are we doing about it? Is there discipline, no disruption of classes? If not, what is being done to find solutions? Do we have nutrition schemes at schools to assist children from poor households? If not, what is being done? Are our youth from poor families able to attend tertiary institutions, do our Further Education and Training Colleges have funding and the capacity to absorb our children? Are our FET colleges being geared towards promoting scarce skills? Are our FET colleges aligned with the human resource needs of the country? Are we now producing more artisans than hairdressers at our FET colleges, if not, what are we going to do about it? Education is our most powerful youth development tool. We must use it effectively to invest in the future.

Regarding health, we will know we have achieved something when there are no long queues in hospitals and people are attended to fast, when there are adequate numbers of medical personnel at health institutions and when hospitals are renovated and well-maintained, to cite just a few indicators. What monitoring mechanisms are we putting in place to ensure that we implement our World Aids Day undertakings effectively? Do we have a clear implementable action plan on the National Health Insurance?

Colleagues, what are going to do in practical terms to ensure that we change the face of our rural villages and communities? Are we ready to do this very soon through the provision of infrastructure development, water, electricity, roads, transport and economic activity?

We undertook to change patterns of land ownership through the redistribution of 30% of agricultural land before 2014. We said this would include comprehensive support programmes with proper monitoring mechanisms to ensure sustainable improvements in livelihoods for the rural poor, farm workers, farm-dwellers and small farmers, especially women. Do we have concrete action plans to achieve this goal?

Given our undertaking to create decent jobs, we must state what we will do in practical terms to build and accelerate a sustainable, equitable and inclusive economic growth path to address these five priorities.

We said we would manage our economy in a manner that ensures that South Africa continues to grow, that all our people benefit from that growth and that we create decent work for the unemployed, workers, youth, women and for the rural poor. Our election Manifesto states that our economic and social programmes will work together and support each other. How are we going to do this? We said the developmental state would play a central and strategic role in the economy. What does this mean in practical terms and how will it assist service delivery? How will our economic policies empower the youth?



President Jacob Zuma addressing the Lekgotla

We undertook to create safer communities. We will know we have achieved something in the fight against crime if women and children feel safer at home and everywhere else. Our people will feel we are doing something if there are fewer burglaries, car hijackings, stabbings, fraud, corruption, shootings and all sorts of crimes. What must we do better to further improve our work in this regard? How do we get communities to be more involved in the fight against crime? How are we improving the functioning of our courts, and the transformation of the judiciary and its operations to ensure access to justice by the poor in our country? How do our correctional facilities ensure that those who come out of prison do something with their lives and do not return to crime? These are all very simple things, but they change people's lives.

Comrades and colleagues, we stated that 2010 is a seminal year for our country. The Soccer World Cup enables us to further promote unity and social cohesion in our country. But it is not just about soccer. It is about infrastructure development, youth development and community development.

In our Manifesto we stated that the ANC government would work with all stakeholders to ensure that the World Cup contributes to create decent work opportunities, particularly for the youth, women and street traders.

We said we must ensure that it promotes the procurement of local goods, services and products; and that housing units and sports facilities developed for the event are made available to local communities after the event is over. How are we ensuring that all this happens?

How are we handling the communication and marketing of the World Cup? We saw what happened during the African Cup of Nations kick-off when we had to deal with Afro-pessimism.

There will be many other communication issues. Do we have fully functional ANC and Government World Cup communications machinery? When are we going to start issuing, on a daily basis, positive messages about the state of readiness so that we do not find ourselves having to answer this question at every international platform?

The World Cup tournament must also help us to mainstream sports development in our country. The Election Manifesto states that we would speed up the revival of school sport and ensure that it forms part of the school curriculum, and that the ANC government would ensure that the provision of sport facilities in poorer Communities receives priority. We undertook to create further opportunities for the training of sports administrators, referees and coaches so as to improve standards in sport. How are we going to achieve all this, as part of the legacy of the World Cup?

With regards to local government, we have worked extensively and had two mini-Summits with mayors and municipal managers at Presidential and ministerial levels. There is no need for further diagnosis. It is the time for action.

We must look at skills development as well as recruitment and selection of accountants, managers and other skilled personnel for municipalities. How do we ensure that all spheres of government pay their bills and do not incapacitate local government? At the last meeting with mayors, we were told that government departments owed about R4 billion to local government. Our meeting with mayors and municipal managers last September confirmed the assertion that there is a disjuncture between policy and practice, legislative and executive functions.

Then how are we going to solve the problematic relationship between local government officials, elected representatives and political parties? This will need action from the ruling party as well.

Comrades and colleagues, I thought I should just go through these few points to indicate some of the issues that we could and should look at in our deliberations this weekend.

When we discuss, let us bear in mind that 2010 is the year of working together to speed up effective service delivery. It is the year of action.

I wish you successful deliberations.

I thank you.

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“The defining feature of this administration will be that it is a government that knows where the people live, which know what they think, and which acts fast on issues they raise.”

QUOTE: President Jacob Zuma, during the ANC NEC Lekgotla

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Delegates listening attentively to the President

STATE OF THE ORGANISATION

INTRODUCTION

0.1 This report is an overview of the state of the organisation since the 52nd National Conference of the African National Congress held in Polokwane 2007. It also aims to serve as a basis for our Mid-Term Review report at our forthcoming National General Council later this year. It is both a political and organisational account of the developments of the period under review, an assessment of the progress made and challenges faced by the movement. In doing so, it outlines the major tasks of our movement for the period ahead.

0.2 We should assess progress made against the strategic objectives of the ANC, key among them being:

- i. To unite all the people of South Africa, Africans in particular, for the complete liberation of the country from all forms of discrimination and national oppression.
- ii. To end apartheid in all its forms, rapidly transform South Africa into a united, non-racial, non-sexist and democratic country based on the principles of the Freedom Charter, and in pursuit of the national democratic revolution.

0.3 The 52nd National Conference affirmed our long-held position that the ANC belongs to its membership, and resolved to build a powerful ANC and our strategic Alliance. Major social and economic policy resolutions were adopted in response to the challenges of unemployment, poverty and inequality; also on industrial policy, building a developmental state, rural development and improving the quality of education and health for all South Africans.

0.4 Critical to carrying out the mandate of the 52nd National Conference was the paramount task of uniting the ANC, the Alliance and our people. This happened within the context of what we call 'two centres of power', which posed a serious challenge to effective governance. It was also in the context of the political persecution of our President, necessitating a sustained campaign for the

defence of and mobilisation around him. The developments surrounding this, especially after the high-court judgement, led to the recall of President Mbeki by the ANC, supported by our allies, and the emergence of a splinter group in the form of COPE. Contrary to media speculation of possible civil war and chaos, under the sterling leadership of the ANC's Deputy President – deployed as President of the Republic, the transition from the Mbeki administration was smooth. The national leadership began the process of revitalising our structures for one of the greatest, yet challenging, election campaigns we have ever seen. Indeed, we mounted a united and largely disciplined election campaign, in which we secured the decisive electoral victory for the fourth term. All these, including the decisive interventions in troubled provinces in this period, should be understood as part of the process of uniting our movement.

0.5 The organisational renewal is on-going and focuses on areas of revitalising our structures, growing our membership base, embarking on massive political education programmes, building a campaigning ANC, and strengthening the strategic policy capacity of our movement.

0.6 The renewal of our movement is by extension the renewal of our Tripartite Alliance and our broader democratic movement. Over the last two years the

working of the Alliance has improved dramatically, particularly when compared with the previous ten years of cold relations. But more needs to be done to improve Alliance relations at national and sub-national levels. We have also interacted with our mass democratic movement, even extending to new progressive social formations.

- 0.7 We also need to ensure that building the ANC as a strategic political centre results in effective governance, especially in building a new public sector cadre, improving our approach of deployment and the conduct and performance of our public representatives.
- 0.8 Our 2009 manifesto is the basis for uniting the ANC, the Alliance and all our people behind a programme of transformation. The Manifesto has identified five priority areas – creation of jobs, decent work, and sustainable livelihoods; agrarian and land reform; education; health and a fight against crime and corruption. These commitments are in line with the demands of the Freedom Charter. Improving our performance in these five areas will take us closer to the ideal of a free South Africa that our forebears dreamed of fifty-five years ago.

1 THE TASKS OF OUR MOVEMENT SINCE THE 52ND NATIONAL CONFERENCE

“Flowing from five days of constructive and, at times, intense engagement the integrity of the ANC and its democratic processes has emerged victorious. Eschewing dangers of division and discord that threatened to distract us from our historic mission, we emerged in unity to recommit ourselves to

the tasks of reconstruction and development, nation building and reconciliation”.
(Conference Declaration, 2007)

- 1.1 The paragraph encapsulates the Conference, its ambience and the commitment of the ANC to changing the lives of our people for the better. The Declaration describes the resolutions as constituting “a mandate that will guide the actions of all the cadres of the ANC, wherever they may be deployed, and which will form the centre-piece of our policy agenda over the next five years” and beyond.



The Secretary General delivering the State of the Organisation report.

- 1.2 The *Organisational Report* diagnosed challenges facing our movement, thereby offering a concrete premise for our organisational work. Central to all the challenges identified is the progress made in implementing our main programme, that is, the Freedom Charter.
- A. Education
- Ninety-eight percent of children between 7 and 15 years are currently in school, thus bringing South Africa close to universal access to education.

- Sixty percent of deserving schools are no-fee schools, thereby making a humble beginning towards free and compulsory education. Our challenge is that we should emphasise “free and compulsory” education in our daily communication, and strive more towards our commitment of making education free up to the undergraduate level.
- Functional illiteracy, as a percentage of the population, has been reduced from 14,4% in 1995 to 8,8% in 2009.
- Making education one of the five priorities over the next five years reaffirms the commitment of the ANC to the improvement of the quality of education and access thereto. The 2009 curriculum review addresses the content and impact of education on the young people in the main, their procession to higher education and their preparation for entry into the labour market. The establishment of the Ministry for Higher and Further Education, responsible for coordinating skills development, is an affirmation that the ANC is keen to respond to the needs of the country.
- The ten-point plan on education must guide our implementation, and we should monitor and evaluate progress made.
- The introduction of external examination for grade 3, 6 and 9 will remove the hype around matriculation results, without reducing their importance as another stage of assessment.
- The engagement with teacher organisations in particular and other stakeholders is urgent.

B. Health

- The renewed focus on health was informed by the ANC acknowledging the deterioration of the quality of healthcare, despite improved access to health services.
- Since 1994 we have appropriately emphasised preventive rather than curative health.
- Many more clinics were built yet the quality of care in hospitals declined and queues in all health facilities grew.
- The introduction of the National Health Insurance scheme should begin in the next financial year and be budgeted for.
- The renewed energy in the area of HIV and AIDS is not only refreshing but needs to be supported and be resourced.

C. The Economy

- The question we need to answer regarding the role of the state in growing the economy and the redistribution of wealth and income is: *have we made progress in ensuring that “the people share in the country’s wealth”?* Two key demands of the Freedom Charter have been put on the agenda of the movement for discussion. The first one is the demand that *“the mineral wealth beneath the soil, the banks and monopoly industry shall be transferred to the ownership of the people as a whole”*.
- The debate on the nationalisation of the mines, recently raised sharply by the ANCYL, has to be expanded to give meaning to this clause of the Freedom Charter, and the ANC has the responsibility of giving practical expression to it. Given that ownership of all mineral deposits have been reverted back to the state, that private operators will pay royalties to the state and a state-owned mining company is being reactivated; we need to offer concrete proposals as to what more can be done in this sector. We must give meaning to the monopoly industry and identify sectors constituting it.
- The more curious question is why have we been reluctant to even open the discussion on the role of the state in the banking industry, including discussing the fact that the South African Reserve Bank is one of less than five central banks in private hands in the world. If the Posbank were to have a proper banking licence a solid base would be created and the debate have meaning instead of being abstract.
- The challenges that confront the infrastructure development programme need to be addressed and all the affected departments working with

relevant committees of the ANC must reconcile their plans and programme so that they can complement each other

- Employment creation, quality jobs and sustainable livelihood can only be a reality if we work on concrete concessions that the various stakeholders are prepared to make. We must concretely identify labour absorbing sectors and invest resources accordingly. Structural weaknesses in the economy must be identified and be addressed, building on the good work that has been done over the last sixteen years. The commitment to create 4 million jobs by 2014 must be taken serious and all the sectors must make concrete commitments on what they will be doing in real terms. The NEDLAC framework on dealing with the economic crisis should be factored-in into this process.
- Developing a dynamic cadre for the public service requires that PALAMA must be more focussed and appropriately resourced. It must take a bigger responsibility in developing and enhancing the intellectual capacity in the state. Included in the curriculum should be the political and the philosophical content of the development agenda of the ruling party. This will minimise the tension between the political leadership and the management leadership in government. Partnership with specific institutions of higher learning must be structured. The framework for this approach must be developed within a year from the Lekgotla.
- Rural development must be taken beyond implementation of projects to a more integrated programme, requiring the financial commitments by the various ministries but coordinated centrally. Addressing the infrastructure backlog, food production and food security in these economically depressed areas goes beyond the narrow definition of rural development to the creation of economic nodes that can contribute to the economic recovery in a visible way.

- Transformation of the criminal justice system is urgent. Despite the fact that in the mid-term budget provision has been made for improving specific aspects in our communication, we have allowed the focus to be on policing only. We must communicate the concrete steps that we are going to take.
- Two areas that have been isolated in the manifesto as priorities but come up everywhere we engage communities are, housing and access to clean water. The question of water rights must addressed including, the removal of obstacles that prevent communities access to water even where villages are in close proximity to reliable water streams.

D. Political and Social Hegemony

- The ANC remains the leader and representative of the hopes and aspirations of all the people of South Africa. It is the majority party in government.
- The Conference's *Political Report* reaffirmed the conclusion of the 2005 National General Council (NGC) that "*the consolidation of political democracy, the growing electoral strength of and support for our movement, and the relative stabilisation of the economy have created a new set of opportunities and challenges for the cause of social transformation*".
- In 2010 we must, however, make sense of the decline in percentage we received in the 2009 general elections. The electoral mandate was just below the two-thirds majority we have enjoyed for a number of years, despite the increase in the number of voters who actually voted for the ANC.
- With the threat of the opposition forming coalitions in all the spheres of government, a detailed analysis of the performance of the ANC and the opposition must be carried out down to ward level. Of particular significance are the following: the upward trend in the support for the DA, the ability of COPE – as a

young party - to have representation in all the nine provinces, the massive reduction in the support of the ID and the UDM, and the near annihilation of smaller parties.

- The challenge, therefore, is that of maintaining the ANC as a truly multi-class movement where all the people, irrespective of class, race or gender, are at home. The ANC must truly remain the leader of all forces for change, and lead the process of mobilising *“all South Africans to contribute to the ongoing transformation of our country. In doing this, we strive to appeal to and foster a common sense of South Africanness and a shared responsibility for our common destiny among all citizens of South Africa, black and white.”* (Strategy and Tactics, 2007).

2 THE PROCESS OF RENEWAL OF OUR MOVEMENT

- 2.0 Organisational renewal will enable the ANC respond to *“the range of global, domestic and intra-organisational factors and forces which impact on the organisation – its character, structures and membership”* – and the new environment. The Polokwane Resolution reminds us that *“the preservation of the movement’s character, culture and values in a changing context and new conditions of struggle is the central focus of the organisational renewal effort in the run-up to the Centenary of the ANC in 2012”*. An old organisation, including one as dynamic as ours, tends to be gradual in making change. Organisational renewal is therefore about “adapt and preserve”.
- 2.1 The unbanning of the liberation movement in 1990 and the democratic breakthrough in 1994 ushered in a new chapter in the history of our movement. The first four years can be characterised as dual political power, with the period from 1994 being a phase where the combination of state power and mass power created a rare opportunity. After fifteen years in power the ANC remains a source of inspiration and hope for our people. We must ensure that we do not take the support for our movement for granted.
- 2.2 Ascent to power also impacted negatively on the outlook of the African National Congress. The main weakness that our movement must confront is the *“inability to effectively deal with the new tendencies such as social distance, patronage, careerism, corruption and abuse of power. The lack of policy for dealing effectively with the intersection between holding office and business interest is fast corroding the moral authority of our movement in society”*. The fact that this debate has now been opened is in itself positive.
- 2.3 **ANC Head Office**
- a. The Headquarters of the ANC were a shell when we returned from the 52nd Conference. Many of the departments were dysfunctional and without staff.
- b. The SGO has improved its operational capacity. Capacity in most of the departments has been rebuilt, for example,
- i. Communication has been one of the departments that have kept the ANC going. The NEC Bulletin has been re-introduced to ensure that NEC decisions are accessed by the structures of the movement from the same source, so as to minimise confusion caused when comrades communicate only that which they prefer. We have implemented the conference resolution that the SGO be the main communicator of ANC organisational positions.
- ii. Capacity in the Organisation Building unit has been improved

- iii. Political education is at the initial stages of rebuilding. The site for the political school has been identified and purchased. The sub-committee has put together the curriculum and the operational framework for the school.
- iv. We have now established the policy institute with minimum staffing, and are in the process of giving experienced cadres of the movement the responsibility of putting an operational structure together.

2.4 Membership

- a. Having taken all the provinces through the provincial conferences, except Gauteng, gate keeping remains a major problem and a source of resentment among members of the ANC. Manipulation of membership statistics to influence outcomes of elective conferences, is central to the conflict that has characterised almost all our provincial conferences.
- b. The dysfunctional membership system continues to make membership auditing a farce. Commissioning various institutions to clean our system has proven to be a nightmare. We need to invest more resources in the membership system, if we hope to move to a more reliable system that can make auditing meaningful. Only then can we make the dream of one million members a reality. As things stand, a lot of membership remains unaccounted for.

2.5 The Branches

- a. The role of the branch in recruitment, induction and political education of members has been clarified and elevated to the right level of importance. The only aspect that has been compromised, because of deep-seated factionalism, is the role of a member in recruitment. Efforts of individual members to recruit for the ANC are treated with suspicion

and are, in the end, frustrated. This limits the right to recruit to the officials in a branch, at best, and to the branch secretary, at worst.

- b. Regions undermine membership records kept in branches, since branches normally keep copies while regions hold the original forms. This is an area that can be resolved by a reliable membership system that could be used to test the reliability of the regional records. This debate is underway and will be concluded soon.
- c. As we deal with the assessment of provinces we will be able to give content to the work of the sub-regions/zones, the regions and the provinces. The debate, referred to branches by the National Conference, and not consciously entertained as yet, is that of exempting ANCYL members who become eighteen years from the eight weeks probation as they would, in anyway, be active in their branches as Youth League activists.

2.6 Mass Mobilisation and Organisation

- a. ANC branches were called to lead mass organisation and mass mobilisation. In the recent mass protests ANC members led but their role, in the majority of cases, was negative. The positive work done by both the branches and councillors continues to go unnoticed. People become more vocal when there is criticism levelled against these activists of our movement. This negative content of mass work becomes the mainstay of our message even at leadership level. This has a demoralising effect on the hardworking cadres who actually constitute the majority.
- b. There is minimum branch work outside of the election campaigns and elective meetings of our constitutional structures such as at

branch, regional, provincial and national level. This is a weakness in that these elective meetings of the ANC are becoming weaker in terms of the political content, since all energy is spent on lobbying for positions. Very few branches of the ANC have heeded the call to work with various organisations, forums, structures and NGOs operating in the same communities. Where branches meet regularly the focus is on administrative work, with little attention given to consolidating organisational work.

- c. Infighting and destructive contestation in the structures of the ANC remain major challenges facing the movement. The influence of money in our processes is having the biggest potential to change the character of the movement from being people-centred and people-driven to one where power is wielded by a narrow circle of those who own and/or control resources. Any polarisation driven by class interests and greed always manifests itself as factions, and is not based on any ideological differences.

2.7 Lobbying

- a. The NEC has reaffirmed the need to develop guidelines for lobbying. This was informed by the emerging trend of making lobbying for positions the mainstay of our organisational work. An emerging perception is that daggers are always out and there is no political life other than vying for positions in the ANC. The way we handle each other publicly promotes this negative image. The ANC can ill afford being in a state of lobbying from one conference to the other.
- b. The political education sub-committee has begun the review of *“Through the Eye of the Needle”*, as directed by the National Conference. This should help us outgrow the myth created around the election of

leadership, that is, a projection of conspiracies and plotting instead of a political activity linked to the programme of the movement. It will remove unnecessary tensions around a legitimate political activity of electing leadership in every electoral structure of the ANC.

- c. Changing leadership when it is necessary must never be factionalised or made a source of suspicion. Leadership performance and the combination of skills needed for the implementation of the programme must be an open discussion in the structures of the ANC. Lobbying will then be removed from the influence of money and returned to the members of the organisation. In that way the organisation will be liberated from being held hostage by strong lobby groups and factions. The NEC must be seen to be leading this normalisation process and talk with one voice.

2.8 Political Education

- a. In the first twelve months after the National Conference the political education sub-committee totally collapsed. Retrospectively, we can submit that appointing a wrong leader for this structure, as confirmed by her defection to COPE, was the main reason for this near disaster.
- b. The renewed energy in this sub-committee gives us hope for the future. We can only effectively deal with the decline in ideological depth by stepping up our political education programme. A political education committee has already been established in the national caucus in parliament and it will be replicated at sub-national levels.
- c. Political education must be central to the cadreship development programme. The ANC must find a way of including political

theory and content in the curriculum for public sector cadres, so that contradictions and tensions between the political leadership and the bureaucracy are replaced by common purpose. This will improve the management of the interface between the movement and the state.



Our Veterans at the Lekgotla

2.9 ANC Veterans League

- a. The establishment of the ANC Veterans League, which is in accordance with the Polokwane Resolution, will give the ANC a structured access to the experience and memory of the movement embodied in the collective mind of its stalwarts. The veterans are to play an important role in reinforcing *“the traditions, history, values and unity of the movement”*. This is a reasonable expectation from the ANC structures at all levels.

2.10 MKMVA

- a. MKMVA is more active in the structures of the ANC. Reporting on the activities of this structure has improved, but it can be better and properly structured. We can do more in the area of looking after the welfare of ex-combatants.
- b. The establishment and formalisation of the Military Veterans directorate in the Ministry of Defence should add impetus to the work of improving the lives of military veterans.

2.11 The Alliance

- a. The Alliance remains a relevant political force for the unity of our people and an appropriate vehicle for the realisation of the objectives of the national democratic revolution.
- b. The Alliance is working well at national level. This is not just a statement about regular meetings but more about the seriousness with which the Alliance work is taken. Since December 2007 we have held three Alliance Summits, one of which was an Economic Summit.
- c. The work of the first two summits contributed in the drafting of the election manifesto. This is the basis for the approach that Alliance partners cannot complain about the implementation of the manifesto. We must take collective responsibility because it was not only drafted jointly but was sold to the electorate as a collective. The third and the last alliance summit spent time in developing the implementation strategy for the priorities as identified in the election manifesto.
- d. The decision that an Alliance Political Summit should be convened in the first quarter of 2010 will help bridge the political gaps that are apparent in the Alliance. Experience abounds that whenever the Alliance partners get together they have the capacity to find each other. In-between the Alliance meetings the tendency to make public pronouncements on differences that are not fundamental distracts us from real issues. We must accept that this is not a tendency that can be decreed out of existence but a matter that needs urgent and serious political attention.
- e. The Alliance partners were given an opportunity to make inputs in the list processes and the formation of government, without tempering with the prerogative of the

President to put together the cabinet. It is a strategic alliance of independent partners who have the right to influence each other and are open to being influenced. The leadership of the ANC is unquestionable, and has been affirmed and reaffirmed.

2.12 Civil Society and Social Formations

- a. One of the critical tasks of the ANC-led Alliance is to mobilise a democratic front for change.
- b. Work with various formations in society has improved over the past two years. Among the highlights of the last two years has been the convening of the Mass Democratic Movement Summit and the Religious Leaders' Summit that culminated in the formation of the National Inter-faith Leaders' Council. Through these interactions we have sought to reconnect with various sectors in our society. We have developed relations with traditional leaders in all the provinces, religious groupings, business and professional bodies and many other structures in society. This has strengthened our leadership role and put the ANC in its rightful place in society.
- c. Work with the trade union movement has been stepped up as well, with more unions insisting on the ANC to make inputs in their structures, and not only their national congresses.
- d. Not enough work has been done in engaging the social movements, many of whom are issue-specific in their programmes. Over time they grew hostile to the movement, but where an effort has been made to engage their attitude has changed, for example, the TAC. Opportunistically, many of the social movements are used by the real ultra-left, who exploit the vacuum left by the movement.

- e. The ANC must be more visible in supporting the progressive women's movement. Work in this important structure cannot be relegated to just the ANCWL.

2.13 ANC and Governance

A. ANC: the Strategic Centre of Power

- The ANC as the key strategic centre of power has, on numerous occasions, been reaffirmed. This understanding informs the movement's approach to deployment, wherein the ANC exercises leadership over the state and society in pursuit of the objectives of the National Democratic Revolution.

B. Deployment

- Our deployment policy is under attack for wrong reasons. Mistakes committed by our structures in deploying cadres have opened the movement to criticism. We have a duty to ensure that when a cadre is deployed, he/she meets the requirements of the post concerned by balancing political integrity and professional competence.
- The NEC has revived the Deployment Committee, chaired by the Deputy President and coordinated by the Deputy Secretary General. Many of the Ministers continue to make senior appointments without even checking and balancing their ideas with the Deployment Committee. This is beginning to spread to board appointments that fall within the jurisdiction of specific Ministries. If this is not addressed, the work of the Deployment Committee will continue to be undermined and become a source of frustration for those deployed in it.
- The deployment of Premiers and the replacement of Mayors are done in terms of the National Conference resolution. This is also the case in the constitution of Provincial Executives

and Mayoral Committees. There have been attempts to change this approach and give the Alliance veto powers on deployments. This is either a reflection of the extent of frustration stemming from exclusion of Alliance partners from the work of deployment committee(s) or an outright mischief. The policy is clear that Alliance partners are invited to participate in and influence ANC deployment committee(s).

- As long as deployment is based on the principle of political integrity and professional competence there should be no problem. If we ever drift into making deployment an exercise that seeks to make professional work representative of group interests, seeds of disaster will be sown.

C. ANC Caucuses

- National and provincial caucuses of the ANC cannot be seen as homogenous. We must still develop a coherent approach and formula of ensuring that all caucuses compare notes and share best practices. A National Forum of Chief Whips has already being established for these purposes. The concept of an activist caucus and a one-stop centre for parliamentary constituency offices (PCOS) has been accepted.
- ANC public representatives are beginning to appreciate that good governance and oversight is not the sole responsibility of the opposition. Difficult questions to Ministers and MECs should, in the main, come from the ANC benches with the intention of helping ANC employees to perform better. The attitude that it is a sell-out position for ANC public representatives to raise these questions is dangerous to our movement.
- Many of the sessions in parliament, less so in the legislatures, are broadcast live thus communicating with the broader society. This is one of the reasons that ANC public

representatives must take them seriously. Every opportunity to communicate with our people must be used optimally.



Comrades Maite, Mama Winnie, Bathabile, Nomvula and Nathi at the Lekgotla

D. Public Representatives

- The 52nd National Conference instructed the current NEC to strengthen the guidelines and processes of selecting public representatives *“to enhance democratic participation, ensure that we select and deploy the best cadres for public office and involve the broader society in our candidate selection processes.”*
- Serious effort was made to comply with the content of this resolution in the 2009 list processes. We must however develop a comprehensive framework for involving broader society in the selection of ANC candidates. This will make a big difference if this can be implemented in the run-up to the 2011 local government elections. ANC structures must take charge of this process and ensure that members of the ANC select their own candidates, but test the popularity of these candidates in the community as part of mobilising support for them. We must accept that nominating very unpopular candidates, who are members of the ANC, has cost us a number of by-elections. The risk going with this approach is populism replacing competence.

2.14 All these challenges require of us to assess if our structures have the capacity to implement our decisions. These structures must not only do the barest minimum but should continue to improve the ability of the ANC to do what it set itself to carry out.

3. COMMISSIONS REPORTS AND THE 2010 PROGRAMME OF ACTION

3.1 ORGANISATION BUILDING & CAMPAIGNS COMMISSION

1. Reaffirmed the POA to give effect to the Polokwane Resolutions and mandate, adopted by the NEC Lekgotla in January 2008.
2. Further noted the action plans developed in 2009 by Organising, Political education, Communication, Policy and the SGO breakaway.
3. Carried out its responsibilities on the foundations of the January 8 statement and the political and organisational inputs to the NEC Lekgotla.
4. Recommend that the following urgent matters and approaches be incorporated into the POA for 2010:

a. Branches

- The commission, reiterating the primacy of the ANC branch as the nerve centre of the organisation, started by identifying the primary tasks of our branches, and formulated them as follows:

The twin tasks of branches

- The ANC's primary mission is to unite the people and serve them loyally. The branch is the main link with the people, and yet few branches are effectively engaged in sustained community work that is able to root the ANC among the

people, on a continuous basis. This is a result of a low level of capacity and lack of a culture of community activism among branches.

- The branch is the primary organ for the recruitment, development, reproduction and maintenance of members, cadres and leadership in the movement and, therefore, plays a critical role in the sustenance of ANC activism, culture, values, history and politics.
- To enable branches to carry out these twin tasks, the commission proposed the following:
 1. A nationally driven programme focusing on raising the quality of branch activism around community work. This should include, capacitating branches to do community profiles and to initiate campaigns and development projects in response to community needs.
 2. Each branch, in addition to the national campaign, should identify a specific campaign or issue that it wants to successfully resolve. This will help to build the confidence of our members and the community in their ability to find solutions to local problems and to shape their own destiny.
 3. This must enable ANC members to dynamically engage with communities, including such initiatives as know thy neighbours and continuous door-to-door work around our programmes. This should help us to reach a stage when the majority of ANC members are development activists and problem solvers in their communities.
 4. To build branch capacity to do the above, our nationally driven programme must prioritise:
 - Training of branches on organising skills, campaign planning and work, and running the organisation.
 - Training on how government works, and how to help communities to access services and to get their issues addressed.
 - A six-monthly branch political education programme that include history, values and culture, role of the ANC and the Alliance, role of the branch, members and conduct of cadres

- Update and distribute the Branch Manual.



The Deputy President at the organizing building and campaigns commission.

b. Campaigns

The Commission proposed the following:

1. Campaigns around our Manifesto priorities, especially education, health, crime, decent work and rural development, which should be consistent campaigns up to the 2014 elections.
 2. Local transformation and community development, leading up to the 2011 local elections and beyond. This should include our programme to improve basic services, clean and green communities.
 3. Promotion of the 2010 FIFA World Cup, to promote national unity, sports development and our heritage. This includes the ANC and Alliance partners organising build-up sporting activities in communities, working with sports and youth bodies.
 4. The *Imvuselelo campaign* to raise the level of political consciousness, inculcate the values of selfless service, promote activism, sharpen organisational skills of our members and reach the target of at least a million members by 2012.
 5. All of the above should be undertaken under the banner of the Centenary Celebrations.
- The build-up should enable us, at all levels, to reaffirm the central role of the ANC in modern South African history and to engage society on its vision for the future. This includes the vision for the kind of country, the continent and the world; we shall continue to strive for during our second century.
 - The Centenary celebration must be a three-year long festival of the people of South Africa, in which we showcase our proud heritage in all its diversity and the achievements of our young democracy.
 - The Centenary celebrations must also help us to set our eyes on the tasks of organisational renewal, with a specific focus on the mission, values and culture and the development of ANC cadres.
 - This year, we should also link the Centenary celebrations to key anniversaries such as 55 years of the Freedom Charter, the Kabwe conference, the unbanning and release of Cde Mandela, 25 years of COSATU, and so forth.
 - The Celebrations must also enable to focus on the history of the Alliance and its role into the next century.
 - Encourage discussion on our heritage in branches, and ensure the promotion of local, regional, provincial and national heritage projects, in order to showcase the depth and width of our people's resistance to colonialism and apartheid.

Campaigns – practical tasks

In order for these campaigns to succeed and be sustained, we must do the following:

1. Setting up and training campaign task teams that will focus on coordination and implementation of the campaign throughout the year should precede every campaign.
2. Allocation of resources such as publicity and educational materials, campaign manuals for each campaign.
3. At local level, the campaign task teams should also recruit volunteers, and reach to relevant community and civil society structures, such as trade unions around education, health, decent work, crime, etc.
4. We also need to develop a campaigns budget and raise the necessary resources.

5. Our campaigns must enable us to strengthen the Alliance, as the core, and engage with the broader mass democratic movement and civil society.
6. Our campaigns must enable us to mobilise and organise all the motive forces wherever they are located, especially the working class and poor, rural and urban masses, and help us to build non-racialism and non-sexism.

c. Cadre Development and Ideological Work

1. The commission noted the importance of cadre development to the capacity of the movement to carry out its mission.
2. It noted the work in progress since the Polokwane Conference, including:
 - Progress towards the institutionalisation of the political school, such as already existing provincial schools, the development and finalisation of a national curriculum, the identification of a site for the national school, and the planned training of facilitators this year to pilot the national curriculum in all provinces, including with caucuses.
3. In addition to this ongoing work on the political school, our cadre- development programme in 2010 must also prioritise the following:
 - Training of our structures at all levels in organisational skills, referred to earlier
 - Develop a basic 6-month political education programme (with basic materials that can be translated) for branches, focusing on ANC history, role, core values and culture, tasks in the current period and the role of the Alliance.
 - Run compulsory cadre development courses for all our leadership collectives, in line with the Polokwane Conference resolution. This should include introducing the *ABC of Congress Leadership*, focusing on the role of the leadership and cadres, values and culture.
 - Conduct of ANC and Alliance leaders.

Cadre development 2010

- Develop a *New Members Induction Framework* and ensure that all branches consistently run

induction for new members and administer the taking of the oath in branch general meetings.

- Induct all newly elected Executive Committees (including the Leagues) not later than two months after their election into office.
- Regularise *Umrabulo* and promote the culture of writing and ideological engagement and debate on questions of the day, amongst our cadres.
- Promote and deepen the quality of public debate, raising the profile of *Umrabulo*, through public lectures, our communication work and introducing, responding to and managing public debate and discourse about key issues facing the nation.
- As part of the Centenary celebrations, continue and expand *Memorial and Commemorative lectures* on key former leaders and events.

d. Membership System

1. The commission noted that this is a core organisational function, and has remained work in progress of the last 19 years. The commission was briefed on the most recent initiative by the SGO and Organising Department to revamp the system and pilot it in 2010, in order to help us deal with the following immediate priorities identified by the Polokwane Conference:
 - Ensure that every member in good standing gets a card within a reasonable time.
 - The reallocation of the membership fee back to branches to enable them to fund their programmes.
 - Enable us to get members to participate actively in the political life of the organisation and contribute to its community work.
 - Enhance the integrity of the system, preventing gate-keeping and fraud, including facilitating the auditing of membership; and
 - Facilitate the successful launch of the One Million Member campaign
2. The commission reaffirmed the view that our system of membership is a critical pillar of our

organisational architecture. It is a political process of how members join the organisation and exercise their responsibilities and rights

3. The organisational focus of the membership system should be institutionalised in a Membership Manual, which must contain the constitutional requirements of membership, our approach to recruitment and the induction of new members, the role of a member as an agent for change.
4. The commission noted the technical, resource and systems challenges we face, and recommend the following:
 - At a technical level, the membership system should ensure the integrity and credibility of our data, provide us with a database and profile of our members and the production of cards within the timeframe set in the constitution and ensure the ANC has proprietorship of the entire system.
 - Setting up of a national task team with the SGO and Organising, to monitor and review progress with the new system and report to the NEC.
 - The new system must be phased in so as not to disrupt progress and organisational processes.



Comrades Blade and DD Mabuza with government officials at the Lekgotla.

e. Alliance

1. The Commission reaffirmed the position of the January 8 statement that the ANC, as the leader of the Alliance and the strategic centre of power, must take responsibility for providing political direction to the Alliance and, through continuous engagement, best approaches to resolving problems we face as we transform our society. The ANC needs to understand fully what its leadership responsibility means. This requires that we do the following in 2010:
 - i. The NEC to initiate a broad discussion on the history, role and current tasks of the Alliance as a matter of urgency
 - ii. The campaigns on our Manifesto priorities referred to earlier constitute the core programme of the Alliance and we must ensure the Alliance Secretariat, at all levels, coordinate this programme. In addition, we must support each other's relevant organisational programmes and ensure joint cadre development programmes.
 - iii. We must manage the contradictions inherent to the Alliance in a manner that builds unity of purpose, understanding of the distinct roles and programmes of each component.
 - iv. We must also conduct ourselves in a manner befitting revolutionaries, respect each others' organisational integrity, enforce discipline, avoid public spats and labelling, which have eroded the standing of the Alliance in the eyes of South Africans; and resolve specific problems within bilateral and other forums.
 - v. As a strategic vehicle for transformation, the ANC-led Alliance must lead society in engagement on the question of the day, including raising the level of policy debate and practice on issues of the day.
 - vi. The Alliance leadership must also continuously discuss and understand its collective responsibility and what it means to lead society. Leadership and responsibility go together – they are twins.
 - vii. Through our joint POA, we must engage our members in action and political education, so that we enhance and build the collective cadreship of the Alliance and pay special attention during 2010 on branch, regional and provincial Alliance structures.

f. The Leagues

1. The meeting applauded the launch of the ANC Veterans League in December 2009, and recommend the following:
 - Presentations of Conference resolutions to the NEC and PECs, for further dissemination in our structures and integration into our POA.
 - Ensure that veterans play a pivotal role in branch work referred to earlier, with a specific focus on the political education, inculcation of values, history and culture, including deployment to groups of branches or zones.
2. The ANC Women and Youth League must:
 - Present their POA to the NWC for incorporation into the broader ANC POA
 - Ensure ongoing discussion on the role of the Leagues in the NEC and PECs, so that the movement understands the programme of the Leagues, the issues facing women and youth and the responsibility of the movement towards new generations and the transformation of gender relations.
3. The ANC should re-launch the Young Pioneers as part of the process towards the Centenary. This will enable the ANC to connect with children and younger people and steep them in its traditions at an early age.

g. Communication and Battle of Ideas

1. As part of giving effective leadership to society, the ANC is expected to have an effective, considered and proactive communication strategy, so that it is able to initiate, respond and assert progressive views in the ongoing national, continental and global battle of ideas.
2. In addition, communication must also enable us to strengthen internal organisational flow of information.
3. The commission noted the detailed programme of the Communications Committee, which will be incorporated into the overall POA.
4. Furthermore, the commission urged that we strengthen our communication capacity to

respond to the opportunities presented by the 2010 FIFA World Cup and beyond, developing core messages and paraphernalia to profile 2010, such as sportswear with ANC 2010 messages.

5. We must in 2010 ensure that the ANC and Alliance leaders rally and communicate positive messages to our nation, about our vision and the tasks of the day, instead of contributing consciously or unconsciously to cynicism and pessimism about our movement, our country and continent.

h. NGC Preparations

1. The NGC must be a political school and festival of ideas, laying a foundation for local government elections and launching the Centenary celebrations.
2. The commission noted the Draft Organisational mid-term review presented and discussed at the NEC and the proposals from Political Education and Policy subcommittees on areas for the development of the discussion papers
3. The commission urged these committees to finalise the papers for presentation to the NWC and the March 2010 NEC, so that discussions can start in branches by end March.
4. The SG must convene the NGC preparatory committee.

i. Unity, Cohesion and Discipline

1. The commission noted that unity, cohesion and discipline constitute the core founding organisational principles of the ANC. These are not only principles, but are also representative of our value system and organisational culture.
2. The ability of the ANC to unite itself, the Alliance, the progressive forces and the broadest range of South Africans has been the cornerstone that has ensured the success and survival of the ANC in its near-century of existence.
3. The commission noted that there has been significant erosion of our values and culture.

4. The NEC in 2010 must therefore arrest and reverse this trend, and take firm action. We must publicly communicate our programme to build unity and cohesion, and enforce discipline in the ranks. In particular, the NEC should lead by example by dealing swiftly with acts of factionalism, divisive practices, and ill discipline as and wherever it occur, and ensure that this cascades to all levels.
5. In the same vein, the leadership of the Alliance must ensure that we stamp out divisive practices and acts of ill discipline.

j. Administration

1. There is a need for the SGO to focus on improving the administration and organisational capacity of the ANC at national, provincial and regional offices.
2. The SGO should ensure that all issues agreed in the NEC Lekgotla, and contained in the POA, are implemented consistently across the organisation and monitored by the HQ. This includes the issues pertaining to the operations of the Alliance.
3. The POA will be finalised and distributed to structures by the end of the week – Friday 22 January 2010.

3.2 INTERNATIONAL RELATIONS



Comrade Maite giving an input at the International Relations commission.

Preamble

The attendance to the International Relations commission was not satisfactory, considering the impact of global and international politics on our national and the broad African agenda.

a. Strategic Concerns

1. ANC/SA leadership role in Africa and the world implies the following:
 - a) The ANC asserting itself in the continent and the global political environment.
 - b) Navigating through criticism and working towards being a dependable partner in the continent and the world.

- c) ANC using its rich history as a liberation movement to strengthen existing relations with all former liberations movements, to advance the African agenda and development in the continent, priority focus being the SADC.
- d) In countries where the political parties are not like-minded, we need to engage these parties to close the gap, and prevent negative external forces from setting the agenda for Africa.
2. Policy implementation and monitoring:
 - a) Develop an understanding of how international relations impact and contribute to the five priority areas of the manifesto.
 - b) Coordination of international relations work – ANC structures, Alliance, and Government.
 - c) Examine implications and potential dangers of the leadership role we want to play in the continent and the globe. Therefore, the ANC must:
 - Engage in a study of future continental and global trends likely to impact on the South African Foreign and Domestic Policy.
 - Identify key strategic issues such as National Security, Energy Security, Food Security, Climate Change, etc.

b. Six Pillars of the POA

(i) Building a better Africa and the world

- Intensify debates to deepen understanding of the global political and economic situation
- Organise solidarity campaigns
- Promoting the Spirit of Internationalism
- Achieving Millennium Development Goals (MDGs)
- Peace Building Missions
- Consolidation of the African agenda

(ii) International & Continental Solidarity Work

- Zimbabwe
- Sudan
- DRC
- Somalia & Somaliland
- Haiti
- Cote d'Ivoire
- Swaziland
- Palestine
- Western Sahara
- Cuba
- Ethiopia & Eritrea
- Myanmar (Burma)
- Madagascar

(iii) Party-to-Party Relations

- Ensure Party-to- Party Relations
- Attend congresses and conferences
- Liaise with progressive movements
- Meet with former liberation movements
- Strengthen the Socialist International
- Revive ANC membership in other relevant international organisations
- Strengthen former liberation and sister party programmes towards achieving commonality on regional and continental agendas.

(iv) Transformation of the Global Governance Institutions

- Establishment of the AU Government
- Strengthening of the SADC
- Transformation of the UN and the Breton Woods Institutions (IMF, World Bank, etc.)
- Strengthening South-South relations
- Strengthening North-South interaction
- Parliamentary & Legislature diplomacy
- Economic diplomacy

(v) Policy Development Issues

- Effect name change of DFA to DIRCO
- Strengthen SA Foreign Policy
- Establish within DIRCO the South African Partnership Development Agency (SAPDA)
- Resolve political party funding
- Develop Code of Conduct for SA Business in Africa

(vi) Campaigns

- AFRICOM: Rejection of the enlargement of US military presence in Africa under the cover of fighting terrorism, fundamentalism and extremism
- Celebration of Africa Day
- African Diaspora
- Embark on solidarity campaigns on Palestine, Western Sahara, Darfur, Sri-Lanka and Cuba
- Ensure active mobilisation for the attainment of MDGs
- Organise International Solidarity Day
- Organise, in advance, Mandela Day
- Pay attention to global security issues: terrorism and human trafficking, food security, energy security
- Increase awareness on climate change

c. Coordination Capacity

i. **Previous:** Top Structure: The ANC NEC International Relations

- Subcommittee (IR Subcom) - which includes the leagues, alliance partners, senior members DIRCO, the ANC Caucus International Parliamentary Study Group (IPSG) and other sectors - and reports directly to the ANC NEC through the Chairperson of the Subcommittee.
- ANC International Relations Department: consisting of four employees - reports with regard to policy matters to the ANC NEC IR Subcom and to the Secretary-General (SG) in terms of the Implementation of the International Relations Programme of Action

ii. **Proposed New Structure:** Top Structure: As previously proposed, but would include the ANC provinces.

- ANC International Relations Department: to be expanded and enabled to serve as a coordination point between the DIRCO, Leagues, Alliance, ANC Caucus International Relations Study Group (IPSG), Security Cluster, Economic Cluster and Provinces, in terms of the ANC's International Relations Policy and POA. Each Department section should appoint a dedicated person
 - Provinces should establish their own IR subcommittees and have on representative on the ANC NEC International Relations Subcommittee.
 - Task Teams should be constituted as follows:
 - Africa
 - Europe & North America
 - Asia, Middle East, (including New Zealand and Australia)
 - Latin America & Caribbean
 - Multilateral and International Solidarity/Campaigns
 - Rapid Response Team
 - Task Teams should meet regularly to:
 - Deal with policy issues in their designated areas.
 - Assist the ANC IR Department in deployment of ANC representatives to events, party-to-party activities, bilateral meetings, conferences, etc.,
 - Assist not just the ANC but also the different spheres of Government in directing policy implementation.
 - v. Task Teams are to be coordinated by the ANC IR Department
 - vi. Task Teams will be accountable to the ANC NEC Subcommittee.
- Five Tier Structure**
- Top structure
 - HQ Dept
 - Provinces
 - Task Teams
 - Rapid Response Team
- d. Immediate Issues**
- Pan African Women's Organisation (PAWO)
 - AU – Union Government
 - UN Reforms
 - Sudan – ANC Election Support
 - Zimbabwe – Facilitation of the Global Political Agreement (GPA)
 - Madagascar – Mediation.
 - 3-aside meeting between the ANC, Swedish SPD and Fatah.
 - Establishment of the Multi-Sectoral Task Team to examine future global trends and implications for SA.
 - Four-aside Dialogue with the Workers Party of Brazil, the India National Congress and SDP Germany.
- e. The Commission Resolved**
- i. That the preamble and POA be endorsed and agreed to by the ANC NEC to ensure proactive and stronger drive for the implementation of the Polokwane Conference IR resolutions and 2009 Elections Manifesto by the ANC and Government.
 - ii. That the ANC NEC ensures that most of the targets, as set out in the ANC IR POA, are met.
 - iii. That the proposal for the expansion of the ANC International Relations Department and the Coordination structure for the ANC NEC Subcommittee - to ensure implementation of the POA - be approved.
 - iv. That the necessary financial and other resources to ensure the implementation of the expansion of the ANC International Relations Department be made available.
 - v. Create ANC International Unit's own separate bank account to enable it to raise funds and ensure that most activities in its POA are realised.
 - vi. Appeal to all ANC cadres deployed to embassies abroad to contribute small amounts, for example, \$50, towards the operational costs of the ANC International Relations, to assist over resource requirements and some activities in the POA.

3.3 LOCAL GOVERNMENT

Preamble

1. This report reflects the summary assessment of the ANC NEC Lekgotla discussion on local government and identifies the critical tasks and priorities that must be focused on by the ANC, the Alliance and government in building an effective, efficient, accountable and responsive developmental local government in South Africa.

Noting

2. That local government is that sphere of government, which is closest to the people, and best positioned to enable us to deepen and advance our vision of a national democratic society,
3. That local government is central to implementing the vision of the Freedom Charter asserting that "*The People Shall Govern*" and also the realisation of the objectives of the National Democratic Revolution,
4. That in 2007 at our watershed Polokwane Conference, we adopted the Strategy and Tactics document that argued that we must strive to realise, amongst others,
 - *A united state based on the will of all the people, without regard to race, sex, belief, language, ethnicity or geographic location;*
 - *A dignified and improving quality of life among all the people by providing equal rights and opportunities to all citizens.*
5. That Polokwane reinforced the principle that our movement and system of governance must be mass-based, people-driven and inclusive,

Further Noting

6. That the ANC received a strong mandate to drive the transformation and service delivery agenda of municipalities in the 2006 municipal elections under the slogan "*A Plan To Make Local Government Work For You*";

7. That since 2006 we have ensured the system of local government is working and has been at the frontline of service delivery since 1994 as was demonstrated by the Stats SA Community Survey of 2007;
8. Many comrades, compatriots, deployees and officials have worked hard to ensure that our system of local government is working. These individuals need to be commended and saluted for their contribution and must be an example for others in our movement and in government;
9. Some of the key challenges facing local government pre-date 1994 and continue to be a reality in 2010 in many areas of the country. The Ten and Fifteen Year Reviews of government have recognised these challenges, especially with regard to service delivery backlogs,
10. That the State of Local Government Report concluded in 2009 identified the key problems in municipalities, government and in our movement that undermine the performance of local government,
11. The ANC and the Alliance led government in preparing an unprecedented State of Local Government Assessment in 2009 and that this has laid the basis for the adoption, by the movement and government, of a Local Government Turn-Around Strategy;



Commission on Strengthening implementation of our five Key Priorities.

12. That the main political problems in local government relate to the deployment processes within the ANC, councillor accountability and the poor implementation of the Code of Conduct, the inappropriate political – administrative interface, intra-party and intra-Alliance dynamics and “service-delivery protests”
13. That the root causes of many problems in our system of local government are influenced by systemic, legislative, political and accountability factors. In addition there are challenges of capacity and skills, poor intergovernmental relations and deficiencies in the inter-governmental fiscal system for municipalities,

Believing

14. That 2010 is a seminal year in the preparations for the 2011 local government elections and in the history of democracy since 1994. In December 2010 we will be celebrating ten years of democratic non-racial developmental local government in South Africa,
15. The 2010 FIFA World Cup provided the country with an opportunity to make major infrastructure investments to benefit and unite our people. It is noted that there is the potential of increasing inequalities between communities. This must be seen as an opportunity for coordinated action and decisive intervention by municipalities, national and provincial government,
16. That the January 8 Statement has focused our attention on some of the main tasks facing local government in 2010, and that our primary focus should be on the provision of services to our people;
17. That 2010 has been declared “*The Year of Working Together to Speed Up Effective Service to the People*” and that this has

particular implications and tasks for local government.

Reaffirm

18. That the 1998 White Paper on Developmental Local Government remains the policy foundation for our turn-around local government programme;
19. That the Local Government Turn- Around Strategy provides the basis and framework for everyone to make a decisive contribution for turning the tide in local government. Our turn-around interventions must be streamlined and better coordinated and the required capacity must be built at all levels of government and within SALGA to perform these coordination roles. We must ensure that *Local Government is Everyone’s Business*.
20. The objectives of the Local Government Turn-Around Strategy are to:
 - a. Restore the confidence of the majority of our people in our municipalities and
 - b. Re-build and improve the basic requirements for a functional, effective, efficient, accountable and responsive local government system;
21. That the current imperative of the NDR is centred on building the developmental state. The implementation of the LGTAS must be informed by this imperative.

Resolves

22. That a Local Government Ten-Point Programme is required to address the critical challenges in local government as identified by the ANC, the Alliance, government and communities. This programme must seek to reinforce and support the implementation of the Local Government Turn-Around Strategy. An overall priority must be to build our capacity to implement all the elements of this programme.

23. That the Ten-Point Programme must focus on the following:

i) A commitment to intensify and speed up our efforts on service delivery in the areas of access to water, sanitation, electricity, waste management and roads. A closer link must be forged between our programmes on basic services and growth at the local, provincial and national levels. Our infrastructure programmes must be adequately resourced to quicken the pace of delivery and to ensure ongoing and sustainable maintenance. Innovative approaches to service delivery must be replicated, for example, rain harvesting. Government must urgently address unique problems that directly affect our people in particular areas, such as drought. Processes of urbanisation and migration have pointed to the need to give greater attention to the acquisition of suitable land for appropriate transformation of informal settlements and the need for better cooperation between national, provincial and local government. We must also take steps to discourage the emergence of new informal settlements. A verification of the service delivery backlogs in all municipalities must enable us to work towards the realisation of the objectives of the Millennium Development Goals. Our accelerated service delivery programme must drill down on those municipalities and wards that have the highest levels of backlogs. The effectiveness of municipal entities in our service delivery programme must also be reviewed. A compact must be forged between local government and organised labour to ensure that our accelerated service delivery programme succeeds. Our accelerated service delivery programme must be biased to rural areas, with a focus on potable running water and access roads. In general our infrastructure at a local level must be better utilised to link government, elected public representatives and our communities. The accelerated service delivery programme

must seek to identify quick wins that require minimal additional resources but would have a wide impact and benefit on our people;

- ii) **Local economic development (LED) in municipalities must be strongly supported by national and provincial government and SOEs.** The municipal LED programmes must be directly aligned to our national objectives of creating decent work, employment, growing the economy and ensuring sustainable livelihoods. The current approach to nodal and corridor development must be retained in both urban and rural areas. Supporting local cooperatives, the EPWP and economic development projects in every ward must be a priority. Implementing and up-scaling the Community Works Programme must be supported. The LED programme of government must lay the basis for leveraging greater private sector investment in local areas. The alignment of the national rural development programme and LED initiatives must receive greater attention and support. Our LED and service delivery programmes have the potential of impacting on the apartheid spatial and settlement patterns which have not changed significantly since 1994. Finally, best practices on LED must be replicated and shared between municipalities and provinces.
- iii) **Intergovernmental planning must be forged around the Integrated Development Plans (IDPs) of municipalities.** The IDPs must continue to be driven by municipalities, but must have the active participation of national and provincial governments and SOEs. The 2010/11 IDP and budget process must ensure that these other two spheres and SOEs directly contribute by ensuring that their plans, programmes and projects are reflected in the IDPs. The IDP must be the product of and be owned by all three spheres of government. Environmental challenges, such as climate change and reducing carbon emissions, must

be incorporated into the local plans of municipalities. The development of Spatial Development Frameworks by municipalities must enable them to know and guide what is happening in every square meter and kilometre in municipalities. Our spatial planning must reflect a decisive break with apartheid spatial planning. **Sufficient and adequate resources and funding must be set aside to implement the revised IDPs, accelerated service delivery and turn-around programme of local government.** In doing so, we are mindful of the global and domestic recession environment that we are in. Our priorities must include an urgent review of the entire inter-governmental fiscal system and all the grants that benefit local government. National and provincial government, together with State-Owned Enterprises, and municipalities themselves must ensure that their budgets for 2010/11 enable the implementation of the accelerated service delivery programme;

- iv) **The deepening and refinement of the Ward Committee model in municipalities must commence in 2010.** Ward Committees are the primary vehicle to sustain our interaction with communities. Necessary amendments to legislation on ward committees must be effected to deepen participation of communities in local governance and delivery. The active participation of communities in local governance and service delivery programmes is central to our vision of a national democratic society. Ordinary people and local communities must be empowered to play a leadership and developmental role at a local level. Our approach to public participation must emphasise both the civic rights and civic responsibilities that citizens and residents should exercise in their localities. The ANC and its Alliance partners must be at the forefront of building these new ward committees throughout the country. Key refinements to the current ward committee system must be

effected regarding their main tasks and new institutional arrangements. Ward Committees must amongst other things, ensure that they develop profiles of each household in their areas. The Ward Committee must be structured in such a manner that it represents all sectors at a local level, as is already stated in the local government legislation. National and provincial government must support municipalities to ensure that Ward Committees have adequate resources to undertake their work and drive key local ward projects. Municipalities must manage these resources and funds and must ensure that there is an equitable distribution of these resources. In support of the work of Ward Committees and government, the review of the role of the Community Development Worker programme must be urgently finalised,

- v) **Fixing and attending to the immediate administrative, institutional and financial, and problems of municipalities must receive our collective and individual attention.** We must seek to enhance public sector capability in our municipalities and across other spheres of government. In doing so we must remove all the political and administrative obstacles that undermine this effort. Appropriate structures for accountability must be established at a local level. ANC caucuses must have political oversight over Mayoral Executive Committees and the Chief Whip of ANC caucus meetings must inform the REC caucus structure. The functioning of Council Committees is central to ensuring good governance and political oversight over the administration. Other interventions must include focusing on the general work ethic in municipalities, addressing the high turnover of councillors, the indiscriminate hiring and firing of key staff, poor systems of oversight and accountability, addressing the blurred relationship between the legislative and executive functions in municipalities, reducing the reliance on consultants in municipalities, improving

capacity to develop and implement by-laws, addressing weak financial governance and poor audits, and recruiting skilled personnel for key positions (e.g. Town Planners and Engineers). Government must also ensure that Councillors have the necessary resources and tools of trade to perform their duties and responsibilities. Linked to this is the need to ensure greater continuity and stability in local government, and it is recommended that a discussion paper on two-term policy for Mayors be developed for consideration at the NGC in 2010.

- vi) **Inter-governmental relations between spheres of government and between departments must be radically improved; this will directly contribute to building and supporting local government in a coordinated manner.** The purpose of strengthening our IGR system must be to accelerate implementation of our priority programmes. A functional cooperative governance system will have huge benefits for the service delivery programme of local government and for local communities. The process approved by Cabinet in 2009 to develop a White Paper on Cooperative Government must be supported. Some of the interim arrangements are that Ministers should inform sub-national spheres of government when going to communities and when Ministers visit local areas they must inform provincial & local government & ruling party structures. The Department responsible for Cooperative Governance must strengthen its capacity to coordinate the local support programmes of other departments. A key principle in the pursuit of improved cooperative governance must be the adoption of single window of coordination for the support and oversight of local government. Key benefits should include the consolidation of our capacity building efforts to local government;

- vii) **The fight against corruption, nepotism and all forms of misadministration must be intensified in local government in both the political and administrative domains.**

Corruption undermines the country and our new democracy. The implementation of current legislation of local government is a first priority. Non-compliance with existing legislation is a particular problem. Procurement and supply chain management processes must be strengthened to ensure that all forms of corruption are eradicated. A particular focus must be on reviewing the Municipal Financial Management Act and the relevant regulations. Decisive and bold action must be taken against anyone found to be looting state and public resources. The strengthening and implementation of the performance management system for municipal officials must be prioritised, with the necessary amendments to legislation and regulations. Strengthening the implementation of the ANC's Code of Conduct for Councillors must receive particular attention. It will also be important for the ANC and its Alliance partners to develop common messages on fighting corruption centred on the need to develop a policy on revolutionary morality in the movement;

- viii) **The adoption and implementation of a single cycle of election for national, provincial and local government will greatly improve our system of governance and service delivery.** Key benefits will include the better alignment of planning priorities across all spheres of government, synchronization of financial cycles across spheres through a common financial year, a common and integrated public administration, a single election manifesto for political parties with reduced costs and the overall reduction of the costs of running elections in the country. The primary benefit of a single election for all three spheres will be an improved inter-governmental alignment and coordination of resources to

local government and the acceleration of service delivery to our people. There is need for greater consultation on this matter and it should be taken to the NCG in 2010 for finalisation;

- ix) **The relationship between the municipalities and the party must be addressed.** We must ensure that there is a mutually constructive relationship and that municipalities are not micro-managed by the party. In the run-up to the 2011 elections guidelines must develop for the lobbying of proposed candidates. The ANC must ensure that the quality of our candidates in elections is improved and they are in good standing with communities. The ANC must develop standards and requirements for councillors in preparation for the 2011 local government elections. We also affirm the position that administrative officials in municipalities must not hold political office bearing positions in political parties.
- x) **The unity and coherence of the ANC and the Alliance is a precondition for the success of the local government turn-around programme and must be defend and consolidated.** Regular interactions and engagement between the Alliance partners at a national, provincial, regional and branch level on the local government turn-around programme will be important to our success in the 2011 local government elections and developing an accelerated service delivery programme for our people. These Alliance structures should play an ongoing monitoring role over the LGTAS beyond the 2011 local government elections.

24. That a Plan of Action to mobilise all sectors behind local government leading up to 2011 and beyond, with clear deadlines and roles,

must be supported and implemented by the ANC, the Alliance and government. Key areas of the Plan of Action include the following:

- a) *Municipal (revised) IDPs and budgets are adopted by June 2010, which includes the municipal turn-around strategies by March 2010;*
- b) *Convene an ANC Summit on Local Government in March 2010 to discuss the implementation of LGTAS and the development of an ANC Local Government Election Manifesto and an Alliance Local Summit in April 2010;*
- c) *ANC structures to receive regular progress reports on the implementation of the municipal Turn-Around Strategies,*
- d) *Launch and implement a "Good Citizenship Campaign" centred on Governance Values, this should include an ID campaign that is not only linked to elections,*
- e) *Submission of proposals on local government policy issues requiring reform, which must be discussed at the NGC;*
- f) *Finalise pre-election processes and the deployment approach for local government 2011 elections,*
- g) *Finalise a revised Code of Conduct for ANC Councillors,*
- h) *Finalise & implement a programme of political education & training for ANC Councillors (implementation post-2011 municipal elections).*
- i) *There is a need for a development of policy on the safe of counsellors and their properties during service delivery protests.*

3.4 POLITICAL MANAGEMENT OF GOVERNANCE

Preamble

- The ANC won an overwhelming electoral victory with a clear mandate (2009 Manifesto) to pursue faster improvement and change.
- There is a need to strengthen and ensure an effective relationship between the ANC and Government.
- ANC deployees derive their mandate from the policies, programmes and line of march of the ANC
- As the strategic political centre the ANC should exercise political authority over deployed cadres in government, legislatures, chapter 9 institutions, etc.
- We need to respect our constitutional and legal framework, when exercising our political authority over the state

A. Building the Capacity of the ANC to Ensure Effective Governance

1. To ensure effective governance we must strengthen the work of the SGO and Provincial Secretaries to be able to deliver, especially in the areas of deployment, policy and research, political education, enforcement of the code of conduct of deployed cadres.
2. Broadening our funding options to support the above, which must include the option of political party funding legislation at national and provincial levels.
3. Strengthen and ensure effective coordination of the work of NEC sub-committees as the platform for policy development involving the deployed cadres, and our Alliance partners. The ANC should develop clear guidelines for the work and coordination of Sub-Committees at national, provincial, and regional/branch levels.

4. We need to ensure that policy debates within the ANC are first processed within the ANC Policy sub-committees or through our internal publications before they enter the public domain.

B. ANC and Government

1. Every government department and government institution must understand the policies of the ANC, especially the 5 priorities and be assessed against them.
2. The current legislation (such as LRA) is inadequate for ensuring swift action against non-performance in the public sector. We need to ensure the implementation of legislation, especially in performance assessment of senior management and public servants. We propose that there should be effective mechanisms in place for continuous assessment.
3. We should develop a discussion paper on office bearers holding senior management positions in municipalities.
4. We need to ensure effective interaction between government and the ANC in policy development, through:
 - a. The Policy Institute, through the Policy Sub-Committee and the SGO, should play a role in refining policy development and coordination of various NEC policy committees. It should also, periodically, review and update ANC policy between Conferences.
 - b. The ANC must be engaged at the inception of government policy formulation processes. This must be done through relevant NEC-Sub-committees and the Policy Institute, and must be regularly submitted to the NEC for approval. For example, ANC NEC Lekgotla should be aligned with the government's strategic planning and budgeting processes.

- c. The leader of government business must ensure that draft government policy and legislation must find their way into ANC policy processes before they enter the public domain.

C. Parliament

- 1. The Chief Whip's Office is the direct link between the ANC and Parliament
- 2. The Whipery should be strengthened at all levels. The study groups should improve their functioning. All members, including Ministers and MECs, should attend study group meetings.
- 3. There is a need to strengthen the NCOP to enable comrades to represent provincial and local government to realise service delivery.
- 4. Guidelines for constituency work, should be given to public representatives
- 5. We must implement the one-stop centre for parliamentary PCOs, including co-ordination of all spheres of government. We should consider extending the PCO office infrastructure (through one-stop centre model) to ward levels. PCOs are not branch offices and, therefore, means to ensure they are open to the broader public must be found through coordination between the ANC and Parliament structures.
- 6. We must improve the function of all caucuses at all levels and ensure that there is a direct link between the ANC and Caucuses through the SGO, provincial and regional secretaries.

The Commission Resolved

- 1. There is already a review process in the NEC with regard to deployment. Few proposals need to be considered as part of finalising our deployment policy or strategy, such as:
 - a. A skills audit of the public sector, so as to understand the skills required for deployment in the public sector.

- b. Ensuring political integrity and competence in the deployment of our cadres.
 - c. Consideration of the age complement of the public sector workforce and must, therefore, attract the youth into public service employment.
 - d. The role of deployees in lobbying, for example, use of the public officials for lobbying for internal ANC election processes, must be stopped. This must form part of the Code of Conduct of ANC deployees.
 - e. The Deployment Committee of the ANC should have capacity and powers not only to deploy but also re-deploy cadres wherever they are located. The composition of the Deployment Committee should be reviewed to ensure that it is not reduced to a "stakeholder-forum". Furthermore, there is need to ensure that the Committee has necessary capacity to undertake its tasks.
 - f. The ANC Code of conduct should be reviewed and enforced. We should be intolerant of deviant behaviour.
- 2. PALAMA should be the compulsory training institute for senior-managers, after they have been deployed, on ANC and government policies.



ANC Officials presiding over the Lekgotla

3.5 STRENGTHENING THE IMPLEMENTATION OF ANC PROGRAMMES AND PRIORITIES¹

Preamble

The commission report covers three areas, that is, outcomes, outputs that speak to the desired outcomes and recommendations aimed at ANC activities:

1. Achieving and expanding *quality basic education* is the first of the desired outcomes.
 - a. The first output is high quality teaching and learning, which speaks to the non-negotiable as identified in the ANC's education campaign, namely, that teachers must be in class, on time and teaching for at least seven hours per day; that learners must be in class, on time and learning. The ANC must contribute to achieving this goal by ensuring stability in communities through, *inter alia*, establishing functioning and supportive School Governing Bodies (SGBs). The ANC must also work with Alliance partners to ensure labour stability in the sector. It is, therefore, proposed that:
 - (i) The ANC re-launch the Education campaign on the 'non-negotiable'
 - (ii) Branches must mobilise the communities around these.
 - (iii) The campaign should have clear activities, reporting deadlines from branch to national level and must be coordinated at national level to turn around education.
 - (iv) The campaign must be approached with the same intensity as the ANC and Alliance approach the election campaign.
 - b. The second output is achieving improved literacy and numeracy levels at schools,

¹ This commission did not complete its deliberations and the outstanding matters were referred to the ANC NEC subcommittees

because these are important building blocks for later learning; and improving overall literacy in society can lead to greater social benefits, for example, improved health profiles, reduced dropouts and grade repetition, and an increased efficiency in the educational system.

- The ANC must be at the forefront of a campaign to promote the use of African languages at the foundation phase of education as this will also lead to increased levels of literacy and numeracy.
- c. The third is ensuring better senior certificate examination performance, as this is a major determinant for access to tertiary level education, which increases the capacity of young people to find employment. Improved country competitiveness and greater innovation in all spheres is a result of more graduates with higher levels of academic and practical skills.
- The youth structures of the ANC and the SACP must launch specific campaigns about improving access to education, improving results overall and other issues related to education



Comrade Cyril, Comrade Trevor and Comrade Sue at the Lekgotla.

- d. Fourth, improvement of early childhood development system. A good educational foundation is critical in the face of widespread poverty. The Commission proposes:
 - (i) An investigate into the feasibility of establishing publicly owned ECD facilities,
 - (ii) Setting universally applicable minimum standards for these and developing methods of enforcing such standards.

- e. Overall, the ANC must play a leading role in developing the Coherent Sector Plan for Basic Education, so as to lay a basis for the Performance Agreement in the sector.
 - The ANC must also obtain political agreement from ANC provinces to abide by the sector agreement, as the current fragmented education regulatory regime makes it difficult to compel provinces to abide by such an agreement.
 - In the longer term, the ANC may wish to re-examine the clauses in the Constitution that allows for the fragmentation of the education system and, basically, reduce the National Department into a policy setting body.
2. *Achieving a long and healthy life for all South Africans*
- a. We must decrease the mortality rate and increase life expectancy amongst South Africans by
 - (i) Tracking the number of deaths in the country to determine, at a gross level, if interventions help preserve life.
 - (ii) Focus tracking on children and mothers disproportionately affected by the interventions and changes.
 - b. HIV/AIDS is the major driver of a high burden of disease and resultant mortality in the country. HIV incidence should decrease by 50% due to the effectiveness of focused campaigns aimed at motivating changes in sexual behaviour.
 - c. TB caseload; it should be kept in mind that this is a treatable disease and that its prevalence in SA is mostly combined with HIV/AIDS. It is thus important that the treatment sites for these two are integrated.
 - d. Health system effectiveness; this relates to improved physical infrastructure, patient care and satisfaction, human resources, improved health financing (challenge relates to mismanagement of funds rather than under-

funding), health information system and the integration of home-based care systems across the different government departments.

3. *All people in South Africa are and feel safe*
- a. Decrease the levels of overall contact and trio crimes, through
 - Improving forensic services, fingerprints through upgraded coordinated and integrated ICT utilisation with regards to trio crimes.
 - The leadership of the ANC and the Alliance taking responsibility to pilot programmes/campaigns aimed at addressing crime, with special focus on promoting partnership with our people to address crime.
 - b. Effectiveness and integration of systems
 - c. Crime perception management. Balance the rehabilitation and integration of offenders into communities, on one hand, and being tough on crime on the other. Involve victims of crime in the management of perceptions on crime; enable victims to make extensive use of available care centres and ensure the number and extent of care centres improve. Such a drive will only be successful with extensive community support and ANC branches can play a big role in achieving this.
 - d. Border management, which includes the establishment and operationalisation the Border Management Agency.
 - e. Corruption; the cluster must put in place a coordinated anti-corruption approach including deterrent strategies across the criminal justice departments
 - f. Secure the identity and status of citizens in SA, which includes the review of current legislation and an increase in appropriate and consistent sentences for crimes such as identity theft.
 - g. The JCPS must put in place an integrated ICT system across the cluster and develop a coherent approach to cyber- crime.

- h. Overall, we must establish effective community policing safety forums and ANC branches must play an integral role in these.
4. *Create decent employment through inclusive and diversified economic growth.* The outputs for this outcome include:
- a. Increased average incomes and reduced levels of poverty
 - b. Higher rates of labour absorption, ensuring more of the working-age population has jobs
 - c. Increased socio-economic equality for all sectors of the population
 - d. Higher rates of employment generating GDP growth, indicating economic expansion
 - e. Diversification of the economy, especially in the movement towards knowledge and green economy. The ANC ETC must be seized with the development of a “Green Jobs” Strategy Paper.
 - f. These outputs will be used in combination to measure the success of reaching the desired outcome. They must also be supported by macro-economic policy that has regard to both the sustainability of the South African economy and the imperative to create decent employment in sufficient numbers.
 - g. It is proposed that government must review the Broad-based Black Economic Empowerment threshold in awarding tenders and procuring services.
 - h. Further discussion on the nationalisation of mines and mineral resources, especially whether we are using the measures available in terms of the Mineral and Petroleum Resources Development Act appropriately in the broader interests of society.
5. Put in place a *skilled and capable workforce to support an inclusive growth path.*
- a. Availability of reliable information to guide skills development planning, in order to inform improved policy formulation and implementation. The skills requirement policy depends on key development policies such as the Industrial Policy Action Plan
- b. Strengthen provision and access to education, training and skills development.
 - c. Operation, governance and funding of education, training and skills development
6. Put in place and maintain *an efficient, competitive and responsive economic infrastructure network*
- Electricity
 - Ports
 - Rails
 - ICT
 - Water
 - Roads
7. Vibrant, equitable, *sustainable rural communities contributing towards food security for all*
- a. Land reform, agrarian and natural resources
 - b. Rural development and sustainable livelihoods
 - c. Land reform process: create enabling institutional environment. There is an urgent need to settle all outstanding land claims.
 - d. The ANC and COSATU must develop a clear campaign and programmes to address the plight of farm workers and farm dwellers in 2010.
 - e. The Department of Rural Development will be launching 9 rural development pilot programmes across the country this year. The ANC and Alliance must ensure that our structures play a leading role in championing these pilots.
8. *Sustainable human settlements and improved quality of household life*
- a. Accelerated delivery of housing opportunities
 - b. Access to basic services
 - c. More efficient land utilisation
 - d. Improved property market
9. *Responsive, accountable, effective and efficient local government system*
- a. Meet basic needs of communities

- b. Clean, responsive and accountable administration
 - c. Improve functionality, performance and professionalism
 - d. Improve national policy, oversight and support
10. *Protect and enhance our environmental assets and natural resources*
- a. Enhance the quality and quantity of water resources. The Commission was of the opinion that there is an imminent crisis with regard to water infrastructure and that the ANC government must intervene speedily to address this.
 - b. Mitigate the effects of climate change and increase air/ atmospheric quality
 - c. Sustainable natural resources management
 - d. Protected biodiversity
11. *Create a better South Africa, a better Africa and a better world*
- a. Free movement of South African goods and people
 - b. Preservation of regional and global peace, security and sustainable development
12. *An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship*
- a. Service delivery quality
 - b. Human Resource administration and accountability management
 - c. Business processes, systems and decisions rights
 - d. Tracking corruption in the public service

ANC NEC MEETING PROGRAMME FOR 2010

- 12 – 14 MARCH
- 14 – 16 MAY
- 23 – 25 JULY
- 12 – 14 NOVEMBER

ANC NATIONAL GENERAL COUNCIL FOR 2010

- 20 - 23 SEPTEMBER

**CLOSING REMARKS BY PRESIDENT
ZUMA**

This is the year of action

We have come to the end of the deliberations at this ANC NEC Lekgotla. We have covered a lot of issues.

I want to thank in particular our deployees from government from all spheres. Their presence here shows that they appreciate that first and foremost they account to the African National Congress. Their presence also reaffirms the importance of coordination and alignment of the work of the ANC as an organization and its government.

On Friday, we dealt with internal ANC organisational matters, and how the ANC should continue to mobilise society around its programme, guided by the January 8 statement, and how best to make government to implement its Manifesto.

We further identified the role of ANC branches in community mobilisation to deal with issues of service delivery and challenges facing communities, and various campaigns that keep the ANC in touch with the people.

Next week government will meet in its own Lekgotla. It will take its tune from this Lekgotla of the ANC, because the ANC as the ruling party must guide the work of government.

Out of these deliberations will emerge an official government programme of action, which will be outlined through the State of the Nation address on the 11th of February, which coincides with the 20th anniversary of the release of our icon, President Nelson Mandela.

What emerged from all commissions is a clear plan of action, not theory but practical programmes that must be implemented by those deployed in government to fast-track services to our people. We spent this weekend developing the plan of action, not for ourselves, but for the people who gave the ANC an overwhelming mandate.

In our work, therefore, we must prioritise the people, and we must improve on citizen care. We must improve the turn-around time for responding to enquiries and requests for services from the public.

We also emphasised at this Lekgotla that nobody must hide behind rules and regulations to justify incompetence. We also said yesterday that there is no time for complacency, cynicism or excuses for failure.

The line of march is clear. This is the year of action. Work has begun. Millions of South Africans are waiting with baited breath on the outcomes of this Lekgotla, on how best it can improve the quality of their lives.

Let me reiterate that the defining feature of this administration will be the manner in which it relates to people. We want our people to feel and see the difference in the manner in which we deliver services. We must truly change the way government works.

We will heighten our engagement and interaction with communities, to listen to them, but also to monitor how government is delivering services.

We expect all our deployed cadres, particularly elected representatives such as Ministers, Premiers and others, to do the same, and keep the ANC government in touch with the people it serves.

Our deployed cadres must give concrete expression to our 2010 theme, *“Working Together to Speed up Effective Service Delivery to the People”*

I thank you



2010

The year of Working Together to Speed up Effective Service to the People

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