



February 2012

NEC BULLETIN

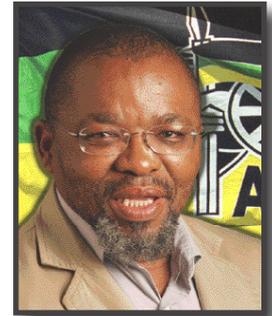
NATIONAL EXECUTIVE COMMITTEE

Produced by the African National Congress

FOREWORD

We have begun the year well

- Gwede Mantashe (ANC Secretary General)



The hundredth anniversary celebrations in Mangaung were spectacular, demonstrating the love and support all our people have in the movement. The January 8th Statement of the NEC, delivered by the President, was a solid foundation that outlined our history liberation and the path ahead of us. We proceeded to the four days NEC meeting full of energy, which showed in the engagements and interactions during the meeting.

The January four days meeting was intended to appraise the NEC on the progress made since the July 2011 Lekgotla, make it aware of what is being implemented and where the blockages are. Prior to the meeting clarity was sought regarding the wisdom of not holding the NEC Lekgotla in January. This tradition was changed when the NEC decided to hold the Lekgotla in July, with the aim of aligning our plans with the budgetary processes in government. In the end, the NEC appreciated the value of using the January meeting as mid-term assessment of the work being done.

Progress made in the five areas of priority was accepted as steady but moving to the right direction. The NEC re-affirmed that education and skills development should be at the centre of transforming society. The upward trend in the matric results is one of the positive signs of the early results of our plans. It is, however, worth reminding our branches of their duty and responsibility to mobilise communities to take charge of the state of education in their respective localities.

Progress reported towards the implementation the National Health Insurance is a source of hope. For this programme to succeed the ANC must support the implementation of the effort to improve the skills profile at management and technical levels of the department and the institutions. The NEC also reaffirmed the resolve to fight against corruption.

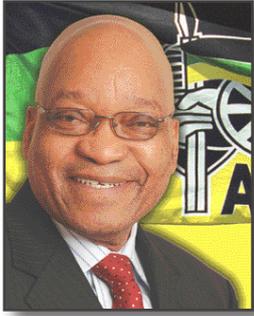
The infrastructure rollout plan is a practical programme for the implementation of the ambitious plan to reduce unemployment to 15% by 2020. More interesting is the focus on building the productive capacity of the economy to ensure sustainable economic growth.

The National Development Plan is a good guide for our movement. Comrades must read the document with a critical mind and take ownership of the long-term planning started by the ANC government.

Of vital importance is the understanding that for the ANC to be effective as a party it must have vibrant structures at all levels. The 1 million members must be converted into effective structures. The NEC has directed us to think outside the box and throw ideas as to how best should our movement prepare itself for the next century. As we build the ANC we must also build the capacity of the state to perform. This work is urgent and our structures must take the task more serious.

The membership cut-off date is end of May 2012. Provinces must undertake an aggressive recruitment drive so as to ensure that our membership grows to at least 1.2 million members by the time we reach the 53rd National Conference. Only then will society take us serious. Enjoy reading this NEC Bulletin.

The ANC National Executive Committee held its first NEC meeting this year over four days from the 2nd – 5th February 2012 at the Saint George Hotel in Tshwane.



POLITICAL OVERVIEW

I greet you all officially for the first time since the ANC entered its second century - by ANC President Jacob Zuma

We meet here today almost a month since the African National Congress, celebrated its 100th year anniversary, the celebrations that were a success beyond our own expectations.

We were all very happy to be part of such celebrations, and as we said in the January 8 statement, we are a fortunate generation to have witnessed such a historic moment. We are happy that the ANC, our movement, reached such a major milestone as a united disciplined force that it is today, despite the challenges that have arisen over the years, that we have fortunately been able to deal with, given the character of our movement.

It was also heart-warming to see over a hundred thousand of our members gathered in Mangaung to honour and be part of these historic celebrations. It was also a sense of pride that the ANC reached that milestone of 100 years, having achieved one of its longstanding 1942 resolutions, of having a million members when it turned 100 years old. When our leaders took this decision, they realised it was not an easy task to achieve. What makes us proud is that we have not disappointed them as the current leadership of the ANC. We have fulfilled their dream. All they were saying is that the ANC must keep on growing, and indeed it has been growing. For example, in Stellenbosch in 2002, the membership was 416 000. In 2007 in Polokwane, the membership stood at 620 000. By June last year the membership had grown to 749 112 and by December we were at 1 027 389. The expired membership is 264 578. These are also our members; it is just that they are not in good standing. We congratulate the leadership here for the hard work in growing the movement.

I would like to take this opportunity to thank all our ANC structures - from the Branch Executive Committees, Regional Executive Committees, Provincial Executive Committees as well as the National Executive Committee - for their dedication and commitment in ensuring that our 100 year anniversary was an extravaganza never seen before.

We thank especially here today the ANC Women's League, ANC Veterans League, ANC Youth League, MKMVA and the Alliance partners for their dedication and hard work that made the celebrations a success.

We thank especially here today all NEC members who played a crucial and an active role in ensuring that the ANC's Centenary celebrations were celebrated successfully, all those who participated in all build up programmes that took place as part of celebrating the ANC centenary.

Let me also take this opportunity to thank especially the work that our National Chairperson did in providing leadership, guidance and coordination together with her team for ensuring that our celebrations went ahead smoothly in a manner that showed that we are a hundred year old movement.

I would also like to thank our host province, the Free State for doing a sterling job in hosting such a historic occasion, as well as the first lecture on the founding President John Langalibalele Dube.

Organising the centenary celebrations in the province was a mammoth task that comrades performed with excellence. They did not disappoint the founders of this movement, who also gathered at the same place. It was as good as the founding conference of the ANC!

I must also report that on the sidelines of the AU summit, we co-hosted an ANC centenary dinner with the Prime Minister of Ethiopia, to thank the Heads of State and Government and parties that helped us during that period of struggle.

The fact that this historic occasion was attended by over 100 000 people gathered at the stadium, and millions more watched the celebrations on television while others listened on radio indicates the strength of the ANC, and its organisational capacity. This also indicated the high esteem and regard that our people hold the ANC. It also demonstrates that the ANC still remains the popular movement of the people that is rooted amongst the masses of our people.

Comrades, remember that this is a year-long programme that still continues as we embark on different activities, including the hosting of lectures on ANC Presidents, as well as other leaders who have played a critical role in pursuit of our struggle.

This must also be done parallel to celebrating the 50th Anniversary of our People's Army uMkhonto we Sizwe.

Having said that Comrades, it is also critical to note that the support shown by our people for the ANC can never and should never be taken for granted.

As we approach the second centenary of the ANC we have an even bigger challenge to ensure that we continue to lead the ANC in a manner that inspires the confidence of our people even further to be loyal and dedicated to the ANC cause. It is our responsibility to ensure that the best of ANC traditions, which have kept the ANC alive, as a leading agent of change, get inculcated to all our

members and leaders moving forward. At the same time, we must modernise our movement in a manner that continues to inspire our people, as we indicated during the January 8 statement.

The issues of political education, revolutionary political conduct and political discipline must always be engendered and must permeate all our structures.

One of the major challenges that the ANC faces as we begin our second century is to ensure that we acknowledge the people's faith and confidence in us by speeding up the pace of service delivery. Service delivery will be one of the litmus tests of the ANC during this second century. The provision of essential services like water, electricity, housing, social services like social grants, primary health-care, free education, sustainable jobs and other basic services should be at the centre of our programme and the work that we do as a movement. This then means that we must fight against corruption of any form and shade.

It is for those reasons therefore comrades that we must be strict on issues of clean governance, and we must not tolerate inefficiency, corruption and other ills that affect our organisation and society today.

Comrades, we must all face the challenges of our country head-on and work together to solve them. The most critical challenge we face, as outlined in the January 8 statement, are the triple related challenges of unemployment, poverty and inequality. Our Polokwane resolutions stated as much as well. We said principally, it is the Africans, women and youth who continue to carry a disproportionate burden of the challenges.

The statement directed that over the next decade, both the ANC and all organs of state shall pay a single-minded and undivided attention in order to overcome these triple related challenges.

We have developed and devised many strategies on how we can create jobs faster and jobs that are sustainable. We have embarked on rural-development strategies, as well as infrastructure development programmes and many other initiatives that were meant to yield jobs for our people but results show that we have some way to go still. We must therefore double our efforts towards achieving this goal. We have developed many plans that are in place right now, but those plans need to talk to each other and be implemented with vigour, efficiency, with speed and in a coordinated way. In the past we have spent a lot of time planning, the challenge is to move away from the planning mode to an implementation phase like never before. The issue of monitoring and evaluating our interventions needs to be strengthened at all levels, so that we can achieve our objective of closing the gap between the rich and the poor. It is our responsibility to create a society that does not marginalise the majority. Therefore our interventions must be geared towards eradicating the gap that exists between those who have and those who do not have.

Another critical point mentioned in the January 8 statement was the necessity to focus more intensively on education and skills development. Our education and training system should be the cornerstone of all efforts to radically transform South Africa and build a truly non-racial, non-sexist, democratic, united and prosperous

society.

Comrades, the ANC Policy Conference will be held in a few months time, let us use this opportunity to plan properly for it and ensure that the policies that we develop in that forum represent the character, mission and vision of the ANC. Let us be bold and brave in discussing policy changes that our movement needs to make. However, we need to bear in mind that in each and every policy conference we emerge with clear crystallised policies. The challenge though, has been at the level of implementation of our good policies.

There is a growing view in the movement that we now need to do more work in strategising and developing programmes of implementing our good policies. If this conference can spend enough time on this aspect, we would have done well for our movement and for our country. We must come out of the policy conference with a clear programme of implementing our policies. That must be reflected in the body of the preparations towards the conference. In other words we need to find out what it is that makes this weakness to loom so large, of not implementing our policies as we are supposed to.

Comrades,

The ANC has survived throughout these years because it had an ability to refine and adapt its policies to meet the challenges of the time. In order for us to take the ANC to another level, we will need to do a serious introspection about what kind of an ANC we want going forward.

Whatever we do or decide must not border on changing the ANC as an organisation of the people. We must maintain our culture of internal and robust debate within the movement. However we must be very careful about this, with regards to how we take these debates to the public. It is one thing being robust, frank and even brutally frank among ourselves, but it is quite another if we do exactly that in public. If we keep our culture of the debate within the movement, no matter how deep or bruising it is, we help to enhance and strengthen the organisation. But if we do so in public, we become an enemy to ourselves, and that will destroy the organisation. That is an important issue for comrades to appreciate.

We must provide leadership on critical issues that face the ANC, but beyond that, we must also show that we are the leader of society in the way we behave and conduct ourselves, and our business. In other words, whilst we have our own views on matters and ways of reflecting those views, but once our movement takes a view on a matter, we must then show unity in action as a collective on those matters. We cannot, just because we held different views, go out of our meeting to express those different views. That is political discipline.

The ANC must play a leading role in the transformation of society. The reality of South Africa today is that we live in a democracy that many of our people fought and lost their lives for. Our people must begin to enjoy the fruits of that democracy and freedom. We are all fully aware that democracy and freedom will be more meaningful to the majority of our people when it is accompanied by economic freedom. We need to have a clear path of how we will ultimately reach that goal. We must understand that slogans alone cannot lead us to reaching the goal of economic and social transformation.

These are the issues that we must grapple with as we prepare for the ANC Policy Conference. This will require us to look at the objective conditions and come out with clear strategies on economic transformation to eradicate unemployment, inequality and poverty.

Comrades in our January 8 Statement we made a number of commitments which we must implement without fail, among them we said that:

“During its second century of existence, the ANC will undoubtedly require new organisational capacities and strategic capabilities to give political, moral and intellectual leadership and serve our nation in all the five pillars of social transformation.”

These are the organisation, the state, the economy, the international arena work and the ideological terrain. We said in 2012:

“We will take urgent and practical steps to revitalise the grassroots structures of the movement;

“We will take urgent and practical steps to once again place the ANC at the forefront of the progressive forces for change;

“We will take urgent and practical steps to fast-track the development of cadres - new and old;

“We will take urgent and practical steps to ensure that our programme of transforming our country is accelerated and taken to new heights;

“We will take urgent and practical steps to restore the core values, stamp out factionalism and promote political discipline;

“We will take urgent and practical steps to place education and skills development at the centre of our transformation and development agenda;

“We will take urgent and practical steps to deepen our contribution to the renewal of the African continent and the progressive forces in the world;

“We will take urgent and practical steps to professionalise and modernise the operations of the ANC”.

I trust that this NEC meeting will help us to deliberate around these issues and develop a clear and practical programme of action.

Lastly comrades,

Last week we were at the African Union Summit, held in Addis Ababa, where we fielded a candidate for the position of the AU Commission Chairperson. The summit ended in a stalemate, as it could not conclusively decide on the Chairperson of the AU Commission. This presents us with a challenge to deal with in the next few months.

Our bid was informed by the fact that the AU needs change, and it needs to be more efficient and independent. The time has come for the AU and continent to be free of being run from outside Africa by former colonial powers. Southern Africa has also not held that position since the inception of the AU. The failure of our bid points to the challenges that we still face in the continent. There are clearly competing interests vying for the leadership of the African Union.

It also raises sharply the role of outside forces who stand against African unity. We have learnt invaluable lessons from this exercise and we will be strategising properly about how to proceed on the matter.

We also take this opportunity to congratulate the National Chairperson who was unanimously endorsed by Heads of State and Government to join the Panel of Eminent Persons of the African Peer Review Mechanism of the AU. This is a great achievement for the country and the ANC as we will be able to play a role in an important mechanism of the AU, which promotes good governance in our continent.

Africa needs a strong centre to lead at the AU level. As South Africa we cannot shirk away from that responsibility.

Comrades,

Once again congratulations to all for the successful centenary celebrations! We really proved that the organisation is poised for further growth.

This year is indeed an important year for the ANC and the country. No matter what views we have about issues, it is absolutely important to remember that at the centre of the ANC is the question of unity of our organisation.

The founders of the ANC articulated the importance of the unity of our movement and people in no uncertain terms. The ANC has continued to do so, particularly at leadership level.

This leadership must not in theory, but in practice, demonstrate that we indeed believe in this and we practice it. It is important that we need to lead in enhancing and deepening unity in this committee.

People must not learn from us, tendencies that promote disunity, but must learn tendencies that promote unity.

We must remember that unity was the rock upon which the ANC was founded and we must not be the ones who destroy that rock. Our conduct, utterances and the manner in which we relate to each other must demonstrate unity and respect.

As we said in the January 8 statement the ANC has existed for 100 years because it believed in unity, political education and respect. Even those who differed with the ANC, the ANC differed with the ANC with respect.

I thank you.

Decisions of the NEC

■ CENTENARY CELEBRATION

January 6th-8th 2012 festivities

In its review of the Mangaung centenary celebrations, the NEC overwhelmingly agreed that they were a resounding success. The meeting appreciated the participation and support of the people of South Africa, Heads of State/Government, the international solidarity movement, former liberation movements and South African political opposition. It extended its gratitude to all who made the events a success, for example, artists, volunteers, faith based organisations, traditional healers and traditional leaders and sponsors.

Based on lessons learnt from the planning, organisation and implementation, the NEC concluded that:

- A properly constituted structure of the Marshalls should be created.
- Accreditation and registration should be improved by ensuring they are done in advance.
- An overall National Coordination Committee, led by the Secretary General, should be established in order to oversee events such as these, including national conferences.

Regarding the legacy project beyond the hundred years, the NEC endorsed:

- The project document on the ANC Heritage Institute.
- The Project Management Team (PMT) to operationalise the Heritage Institute.
- The Political Team, headed by Comrade Naledi Pandor – to be deputised by Comrade Pallo Jordan, that will act as a reference group to the PMT.

■ PROGRESS REPORTS SINCE JULY 2011 LEKGOTLA

The NEC received presentations on the National Develop Plan (NDP), Infrastructure Plan and the Monitoring and Evaluation covering the five priority areas.

The meeting concluded that:

- The NDP is a useful framework ensuring the country has a clear plan and vision that will address the social and economic challenges facing our country. Therefore the NDP was adopted as a framework for national planning.
- The Infrastructure Plan was useful in giving the NEC an outline of the envisaged infrastructure rollout and how this would kick-start economic activity.
- The reports indicate good progress since the July 2011 Lekgotla but more work still remains.

- It is important that the NEC of the ANC is regularly briefed about the work undertaken by government. This is a means to ensure accountability between the party and its deployees in government.
- Communication of the progress being made should be stepped and, therefore, government and party communication machinery should beef up their work.

■ THE NATIONAL POLICY CONFERENCE AND THE 53rd NATIONAL CONFERENCE

The NEC agreed that:

- The National Policy Conference will take place on the 26th-29th June 2012 at Gallagher Estate.
- The total delegation for the Policy Conference is 3554.
- The Policy Conference is part of the preparations for the 53rd National Conference.
- The 53rd National Conference will take place on the 16th-20th December 2012 in Mangaung.
- The total delegation for the National Conference is 5000.
- The National Coordinating Committee be established and chaired by the Secretary General. This Committee will be responsible for the preparations of both the Policy Conference and the National Conference. All Provincial Secretaries and Secretaries of the Leagues will form part of the NCC.
- The NCC should have task teams convened by NEC members, to which all Leagues should send participants. They are as follows: Logistics by Comradede Thandi Modise (DSG); Finances by Comrade Mathew Phosa (T-G); Communications by Comrade Jackson Mthembu; Drafting Committee by Comrade Jeff Radebe; Safety and Security by Comrade Sipiwe Nyanda; Protocol by Comrade Lindiwe Zulu.

■ POLICY DOCUMENTS

Having received presentations of the draft policy documents it was agreed that:

- Greater emphasis must be placed on the implementation of policy.
- All documents should be further improved and presented to the NEC before they are circulated to ANC branches for discussions.
- A Special NEC has been convened for the 27 of February 2012 to urgently consider all the documents with a view of releasing them to our branches, regions and provinces. The documents will also after release, be available for out Alliance partners and the general South African Populase for comments.

- The Strategy and Tactics document should be beefed up, and the current document should be circulated among all NEC members to enable them to prepare for the Special NEC meeting where it will be discussed.
- A discussion document on Building a Vibrant ANC, and a Capable State will be presented to the Special NEC following a workshop of the Provincial Secretaries; Secretaries of the Leagues and Subcommittees of Organisation Building and Campaigns, Legislature and Governance and Political Education on the matter.

■ ELECTIVE NATIONAL CONFERENCE

- The NEC has agreed that the National Elective Conference will take place from the 16th - 20th December 2012 in Mangaung.
- The cut-off date for members and branches to qualify to participate in the National Conference is the end of May 2012.
- A national audit of all branches will then resume from May 2012 to August 2012.
- All branches of the ANC in good-standing will then have an opportunity to nominate candidates for all NEC positions in October 2012.

■ PROVINCIAL CONFERENCES IN 2012

The meeting agreed that all conferences taking place this year must be concluded by no later than the end of May. This is to ensure that all structures are focused on the national conferences taking place from June onwards. Furthermore, it was felt that this would assist in ensuring stability in the course of these preparations.

■ MEMBERSHIP OF THE ANC

The NEC noted with great pleasure that it had reached the goal of a million members on the occasion of the celebration of the ANC centenary. Congratulations and compliments were extended to all members of the NEC and the ANC for ensuring this momentous success. The NEC further recognised that this increase in membership has implications for the organisation. Therefore,

- The work on the renewal of ANC structures and ensuring that they meet the demands and challenges of today must be prioritised
- Political education needs to be scaled up, as it is a critical aspect that the new membership knows and understands the ANC, and is also politically conscious

■ THE ANC POLITICAL SCHOOL

The NEC agreed that:

- Now that the farm is bought, a phased process of building the school must resume.
- Members and supporters of the ANC will be asked to contribute towards the building of the school. Details of the bank account will be circulated to all structures of the ANC.
- The political education programme should continue and not wait until there is a physical structure.

■ THE LIMPOPO PROVINCIAL CONFERENCE

The NEC agreed:

- To endorse the outcomes of the Limpopo Provincial Conference
- That the disputes received from branches of the ANC will be investigated and a report tabled once the investigation is completed.

■ ANC NEC LEKGOTLA

The NEC reaffirmed its decision of January 2011 that there will only be one Lekgotla in the year, and this will be convened annually in July.

■ INTERNATIONAL MATTERS

- Comrade Baleka Mbete, National Chairperson of the ANC, was congratulated for her appointment to the AU Panel of Eminent Persons, which is responsible for the African Peer Review Mechanism.
- Comrade Nkosazana Zuma-Dlamini was congratulated for contesting, and performing well, for the position of the Chairpersonship of the AU Commission, during the African Union Summit in Addis-Ababa. The NEC is of the view that South Africa should strive to impact positively on the politics of the continent and the AU. A coherent plan will be developed on the approach to the July AU Summit.
- On the Socialist International's Conference in South Africa, the meeting agreed that the envisaged Socialist International Conference requires more planning. The date for the conference will be confirmed in the next meeting of the NEC.

CLOSING REMARKS BY PRESIDENT ZUMA

The ANC must lead

This NEC was more productive than many others before. There was less diagnosis and greater focus on concrete matters. It has been very impressive and we should keep it up.

Comrades

We have come to the end of one of the most important NEC meetings, the first in 2012, after the successful celebrations of our 100th Anniversary.

This meeting provided us with an opportunity to reflect about January 8 celebrations, and look at all aspects of how the ANC performed during these celebrations. There was an all round acknowledgement and praise for the good work done by the National Chairperson and the ANC Centenary Team. We learnt a lot from the practical experiences as well as challenges we faced during the centenary celebrations; we must work on our weaknesses and consolidate where we did well. Very few organisations could organise such a huge celebration.

We came to the conclusion that during the ANC Centenary celebrations there were more positive things, which came out than negative ones, no matter how we could look at it. We are very critical of ourselves, and what we do, which is something that is our strength as an organisation. We all welcome the proposal that there should be a workshop that will review and evaluate all aspects of the centenary celebrations.

We also noted that we must find a way of celebrating women more as part of the centenary; I believe we are fully aware of the critical role that women have played in our struggle and we will include their participation in our programme. We have indicated that we should celebrate the role of women. In this regard, we will look at how the Presidents Memorial Lectures include this aspect, because women played an important role.

As we celebrate the centenary we must also recognise the critical opportunity that it provides us with ensuring that unity becomes the central focus in the work that we do.

This meeting also provided us with an opportunity to reflect on the major upcoming events of the year including the Policy Conference as well as the National Conference. The reports that we received indicate that we are beginning to grapple with the critical policy issues that our movement has to confront.

We must refine our policies in line with a hundred year organisation, where we retain the best traditions of our movement while introducing new ones in a responsible manner to show that we are in touch with the current developments. The role of the NEC will be critical in helping our branches to understand the changes proposed and clarifying the direction of our movement.

I am happy that we had time to have frank, robust and internal discussions, and hope that once we have agreed on critical matters we will go out and speak in one voice sending a common message to all our structures. As we move forward we must also highlight the maturity of our organisation in dealing with complex matters facing our society.

As we were discussing the centenary, we raised critical – even, uncomfortable questions. Among these was the matter of the relevance of the ANC in changing conditions. The ANC has always been able to do this over time. However, adaptation should not erode some of its key features.

Another matter is that of the happenings around and outcomes of the AU Summit. We should discuss this in detail. However, what is certain is that the ANC should give leadership in the continent.

Some comrades also cautioned against self-praise by the organisation. Nevertheless, this should not undermine our ability and the ability of our government to communicate the progress we continue to make. We need to strengthen this capacity in the organisation, especially at the level of government.

There was an issue of the organisation of the Marshalls. The ANC had established a Volunteer Corps and the difference between this structure and that of Marshalls is that the former had organised, known and accountable comrades. They were instructed and they ensured order and good lines of communication. We need to re-establish such a core. The structure of Marshalls is too loose.

We must emphasise unity and emphasise on the plight of our people. These elements will keep us going. Many organisations that have fallen by the wayside lost sight of the people. They were advanced in language and spoke of galvanising the masses, yet did not take people along. We need to know how we interact with the people.

The document Balance of Forces should be integrated in the Strategy and Tactics in order to enhance it. This discussion demonstrated that we are really concerned with the politics.

We need to pay attention to social transformation, in particular social welfare. We cannot continue on a grant system. We need to plan and identify the needs of the people and create skills that they require in order that they come out of the social welfare network. A lesson from the disabled community is that they wish to be empowered to do things for themselves as opposed to live on social welfare. We should find ways of ensuring that young women who drop out of schooling due to pregnancy continue with their education.

It was useful that there was a discussion on the matter raised by CRATA. These are issues that have divided societies and need to be handled carefully. The ability of the ANC has been to bring all different views and beliefs to live harmoniously under one roof. In Mangaung at the slaughtering of the cow there was everyone doing their work in their own way, and this was followed by the church service. There were Basotho, abaThembu, religious and traditional people were all united in the ANC.

The ANC must lead. At times it must tolerate what others cannot. One of the ANC's strength has been mastering how to manage the different traditions, cultures and customs. That is why all these beliefs and motivations were all there to celebrate their organisation, the ANC. We need to harmonise our thinking and approaches as we go to Conference so that each of us feels at home.

We are happy that our movement has reached such a milestone united. We have grown and are now have over one million members. We should work out how to utilise this resource in order to connect with the people and be organised in the branches. We need to help bring political quality to our branches. We must provide leadership on critical issues that face the ANC and society and show that leadership in our behaviour. Through this huge membership we must touch every corner of society. If our branches are not qualitative, only discuss elections at BGMs, is a problem. We should create interest in the branches. We should organise general meetings in order to ensure political engagement.

Leadership could have its own views but it should ensure unity. Once the organisation takes a decision on a matter, we must show unity and collectivism around such a decision. It does not help to speak or write publicly about our different opinions.

During its second century the ANC is going to require new skills and capabilities to give leadership and offer moral authority to society.

The presentation on infrastructure plan is something that will come back. Our government have spoken about infrastructure

but with little implementation. By taking it up we will see changes in our societies. We must support the infrastructure drive. If we do not do something drastic, some of the pockets of protest will be a crisis. We need to stand up, take decisions – even hard ones. These should impact on the budgetary processes. We must establish an infrastructure fund. We can change the landscape of our country and make our people feel the difference.

We have not taken bold decisions to impact on the economic outlook. Such decisions should be all-encompassing, including our seas. We must create big opportunity for business to achieve these bold steps. We cannot continue the old way as usual. I take what the SG was saying that we have reduced the capacity of the state, through things like the tenders – we even call each other tenderpreneurs. We should be able to take decisions and implement them.

At the Policy Conference we should emerge with a clear strategy of how we would implement our good policy. We need a short, clear and succinct document that states what we must do and how.

As we close this meeting we must be aware that our people expect a lot from us and we can only deliver if we are united and disciplined. In the last elections there was a speculation that we were going to lose and those places were the ones where the people voted us overwhelmingly. Our people love us.

Working together will be key to our success, and most importantly coordinated and integrated implementation should be our guide at all times. No one else is going to provide leadership except us.

This meeting has been refreshing. There was no friction and tensions, and comrades discussed freely.

The Strategy and Tactics raised clear issues and provided focus and I hope it would be aligned with the pointers by the SG. These matters are posed as questions but at the Conference they must be debated. We can feel the coming of the Conference. The discussions and debates were lively.

Thank you.