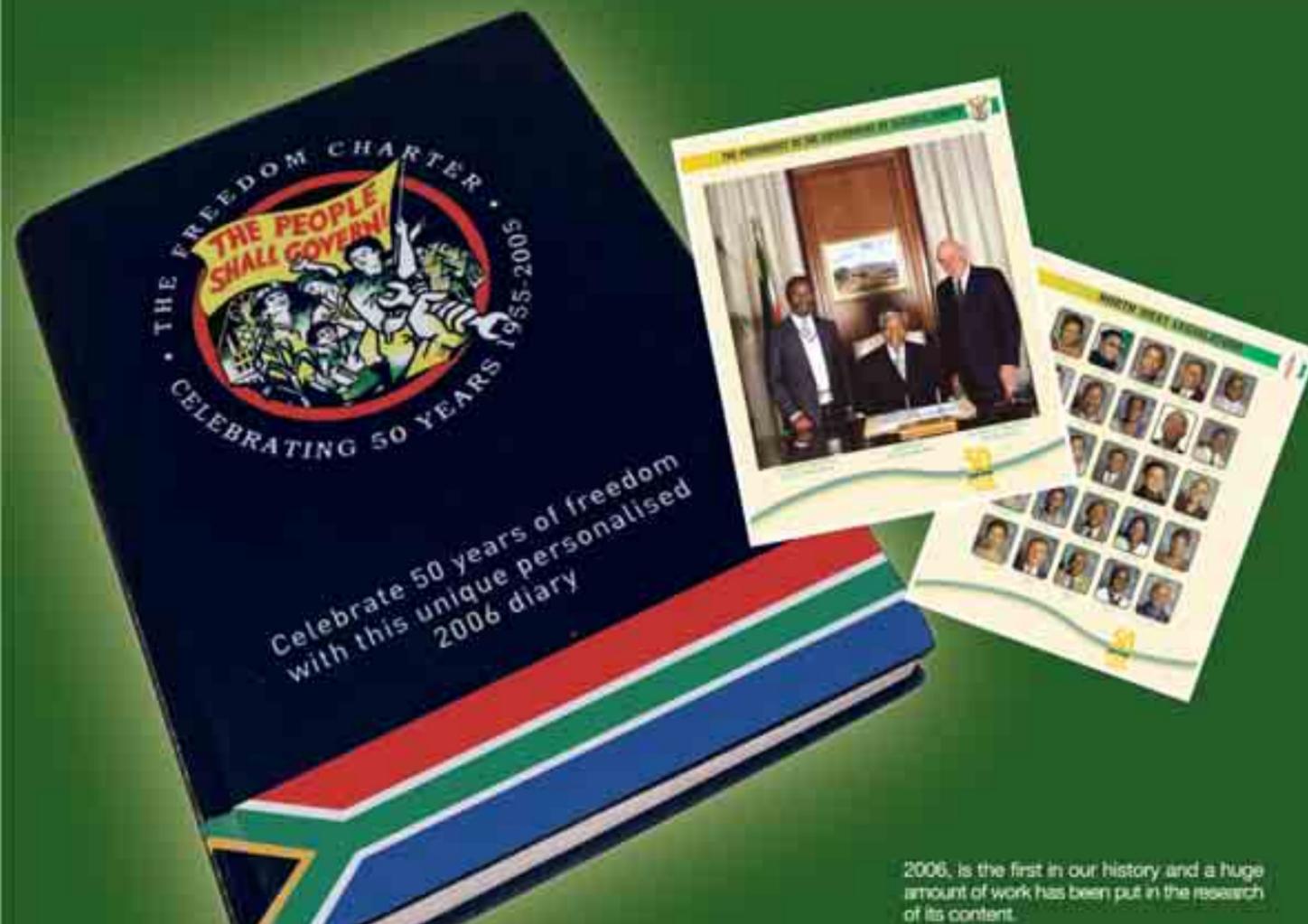


NEW CADRE

ANC CAUCUS STAFF MAGAZINE



FREEDOM CHARTER COMMEMORATIVE Diary

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The year of the commemoration of the 50th Anniversary of the Freedom Charter represents a significant milestone in our country's political evolution. To commemorate and honour this golden anniversary, a unique 2005/2006 diary that captures our country's historic achievements is being produced by the ANC Parliamentary Caucus.

Five decades since thousands of Freedom Volunteers played midwives to the birth of the peoples document, the charter is now at the centre of the policy and service delivery of our democratic government.

This executive leather-bound diary comprising 784 pages covers both 2005 and 2006 and is the first in our country. The huge significance of the Charter's 50th birthday warrants the engraving of this year on something indelible to honour the role the Charter played in the metamorphosis of South Africa's political landscape.

The Diary, which covers both 2005 and

2006, is the first in our history and a huge amount of work has been put in the research of its content.

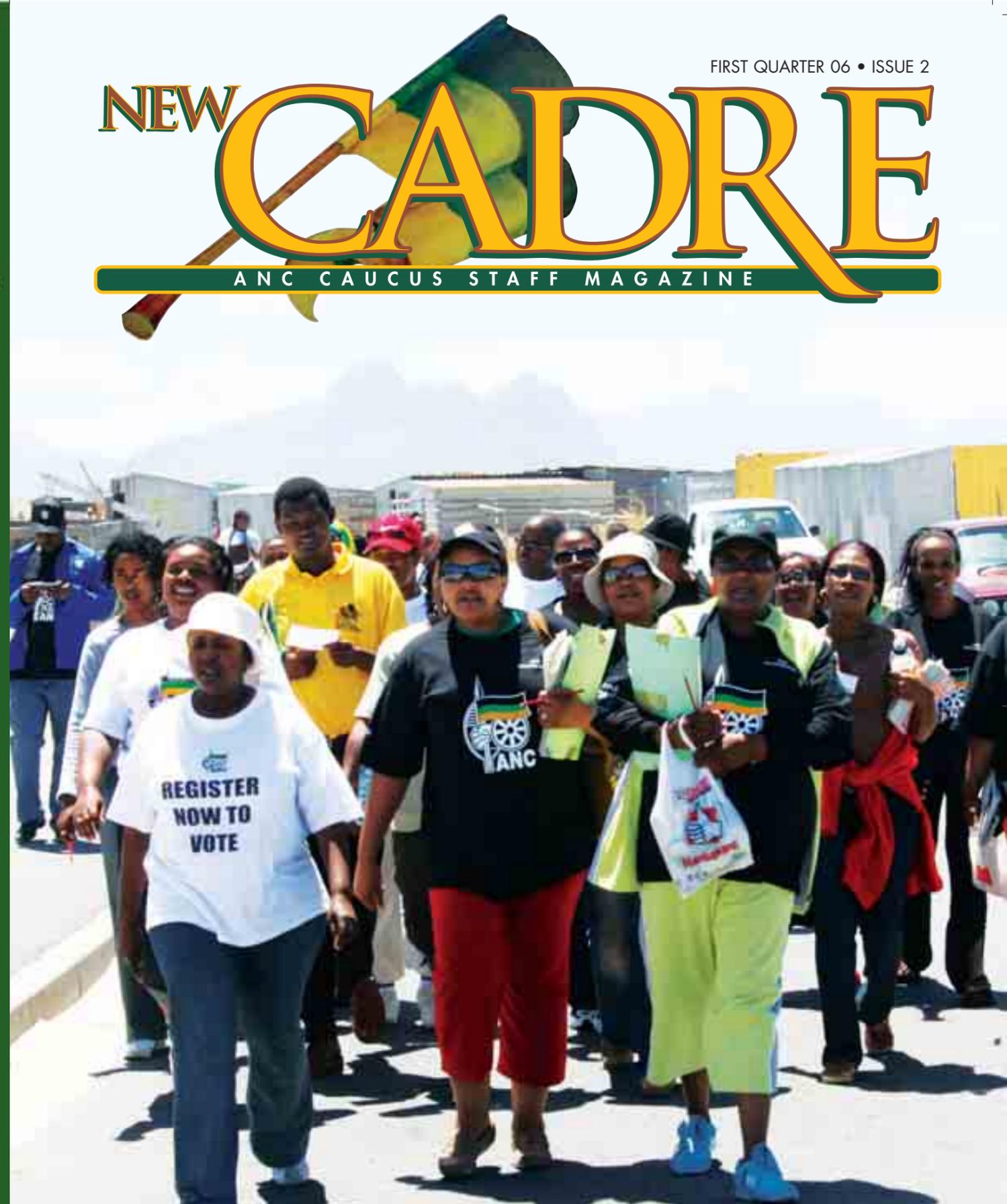
It covers the charter's historical background and its significance to the current dispensation through a combination of pictures and historical extracts.

The diary gives an extensive insight into governance issues through a colourful catalogue of hundreds of pictures of public leaders in all the three spheres of governance as well as in national and provincial legislatures.

The publishing of past and present pictures of members of the National Executive, Parliament's Presiding Officers, supplemented by historical quotes of struggle icons and historical dates not recognised in normal calendar – best captures the significance and political evolution of our country in the context of the Freedom Charter.

The Diary is the first in history; never before had such an abundance of information and past-to-present pictures depicting the democratic evolution been so attractively packaged in the form of a single diary.

The Diary is a must for Parliamentarians both nationally and provincially, all spheres of government, state organs and private business institutions, all spheres of education, civil and non governmental institutions, diplomats as well as media institutions among others.



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Matthews Oliphant

Editor-in-Chief

Let's Get To Work

Welcome to another informative edition of your publication - New Cadre.

Consistent with our pledge to regularly keep you abreast on a variety of issues affecting you, it is our pleasure to present to you in this edition yet another collection of best articles to communicate a myriad of issues that took place since the last edition.

We take this opportunity to extend our revolutionary greetings to all ANC Caucus staff based in Cape Town (Parliament) and at all our Parliamentary Constituency Offices across the length and breadth of our country! Particularly, we welcome in our midst new cadres who have since joined.

The National Executive Committee of the African National Congress, in its January 8th Statement, has declared 2006, 'The Year of Mobilisation for People's power through Democratic Local Government'. Therefore, all members of the ANC, structures of the organisation, and those of us who provide support to public representatives deployed in various Legislatures and Parliament are expected to be guided by this declaration in undertaking

our critical tasks of continuing the struggle to transform our society. One of the critical tasks facing Caucus staff during this year includes the improvement of the level and standard of administrative and specialist support to ANC Members of Parliament. In this regard, a Performance Management and Development System is being introduced with an emphasis on performance improvement and development of individual staff members, which will further be supported by an intensive training programme for staff members. Already, training on the new Electronic Procurement Management System has begun for PCO staff.

All Caucus staff shall be required to play a role in supporting our MPs in their Constituency work. Within set guidelines, such support shall include assisting MPs in their community outreach programmes as well as in their door-to-door campaigns during constituency periods. Staff based in Cape Town (Constituency Support Unit) is in the process of collating relevant

information that will be circulated to PCOs in support of community outreach programmes. PCO staff members will be expected to assist MPs with their constituency reports and shall ensure that such reports are submitted on time; which is 5 working days after the end of a constituency period.

A detailed programme of activities will be circulated in due course. This will include a Plan to implement the recommendations of the Muizenberg Staff National Forum held in December last year as well as the recommendations of the Whips and Chairpersons Strategic Planning Workshop held in Cape Town in March 2006.

We salute once again our staff for their active participation during the Local Government Campaign.

We trust that you will find this edition enlightening. As we have appealed before, New Cadre belongs to you and you must rightfully claim space in it. Send us your articles or views to the address provided. 

Amandla!

Revolutionary greetings to all ANC Caucus Staff in the "The Year of Mobilisation for People's Power through Democratic Local Government".

On the occasion of the 94th anniversary of our movement, the NEC highlighted a number of important historic milestones born, of the long history of our struggle for freedom, going back to the days when we fought spear in hand against the British and Boer colonizers.

"The history encapsulated in these anniversaries communicates the clear message that during the 94th year of fighting existence, the ANC has a continuing responsibility to mobilize all classes and strata of our people into a united struggle for progressive change," this year's January 8th Statement said.

The central message to all the movement's cadres is that we must all put the shoulder to the wheel to ensure accelerated advance towards the achievement of the objective of a better life for all. As we won our freedom twelve years ago, and established a non-racial and non-sexist, democratic country, we indeed knew that this introduced for us a Season of Hope.

That historic circumstance gave us the power to create a people-centred society, a country of caring people committed to working together to deepen democracy, social justice, and an abiding human rights culture. We asserted our right, and the right of all the people of the continent of Africa to peace and prosperity, resolved to "take our rightful place as a sovereign state in the family of nations."

We recognised that the globalising world is creating challenges and opportunities which require the collective effort of all our people, which this year's January 8th Statement confirms as it calls on us to "mobilize all classes and strata of our people into a united struggle for

Chief Whip's DESK

Mbulelo Goniwe ANC Chief Whip

NEW YEAR, NEW CHALLENGES

progressive change." . Since 1994, our movement together with the people have made great strides to extricate the apartheid legacy, and create a society envisioned in the People's Charter where "There Shall be Houses, Security and Comfort." However, challenges and outstanding tasks still lie ahead.

This situation works against the grain of free, non-racial, non-sexist, democratic and prosperous society we are working to realise. Thus the need for ANC Caucus staff to, (as comrade Mandela advised in 1994,) continue to inculcate among itself and the people, the culture of taking responsibility for the task of reconstruction and development.

As we work to deepen government by the people, for the people, we

must pay focused attention on highlighting and raising awareness on issues affecting youth and women. We must locate at the forefront of our oversight and constituency work, the effort to monitor and facilitate the complete eradication in established settlements, of the "bucket toilet system" by the end of 2007. We need to work to ensure that non-governmental organisations, churches, the media, community-based organisations and the entire civil society, coordinate their work with governance structures to eradicate the problem of violence against women and children, and to make certain, that women and youth participate fully and equally in all social endeavours. The manner in which we conduct constituency



work should, as we do with the legislative and oversight functions, transcend party political partisanship. Essentially, constituency work should enable legislators to interact and mobilize a wide range of stakeholders.

From the 5th to the 9th of December 2005, ANC Caucus staff converged on Muizenberg on the occasion of our third national staff forum. That workshop represented an advance in the effort to forge among our staff, a common vision, sense of purpose and belonging. This advance was reflected in a number of ways including the fact that in attendance this time, were also staff from provincial Caucuses.

The first workshop represented a landscaping and vision delineation exercise. The second took a closer look on

issues and began to explore various possibilities towards developing a sense of common vision and identity. The 2005 function therefore, provided the opportunity to firm up the general perspective of the common vision among staff which we work to deepen. Our Muizenberg workshop made history by becoming the first ANC Caucus staff workshop to be addressed by the President of our country and the African National Congress.

During the course of that gathering, on 8 December 2005, we undertook a massive canvassing blitz in Khayelitsha. We would like to thank comrades for their participation in the elections campaign in the Western Cape.

Past workshops have highlighted issues that impact negatively on the quality of work. Among these are:

- Outdated equipment
- Remuneration packages; and,
- General working conditions

The roll-out of equipment and ICT to PCOs is near completion. These offices should become digital hubs and centres of excellence that are accessible to our communities across the country. We remain committed to improving our remuneration levels. In this connection, we also view the related issue of ongoing training as critical.

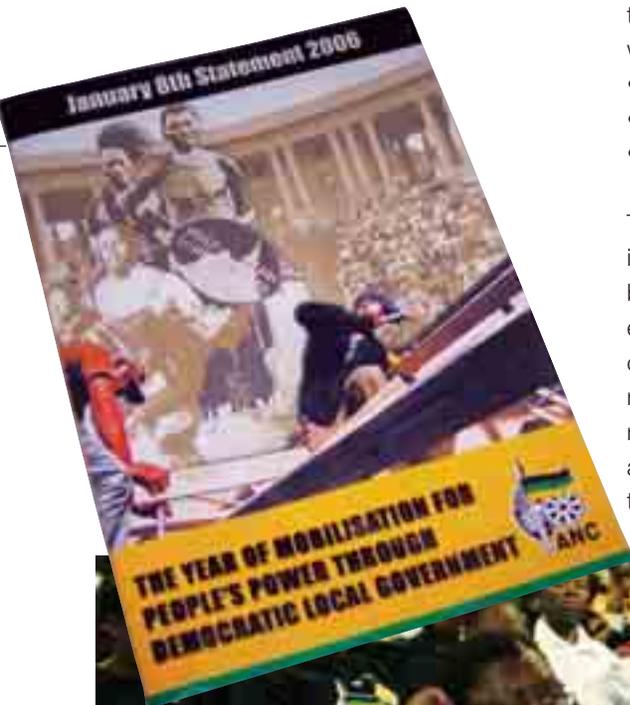
The 2000 NGC stated that we need skills to respond to the challenges we face. Furthermore, training is considered necessary within the context of our movement's pronouncements on January 8th directing us to pay particular focus to some important issues including:

- The quality of the cadre the movement requires in the current phase;
- The commitment and discipline that is expected from cadres;
- The high levels of efficiency and competency that is expected from municipalities;
- The significance of political education in the context of furthering the ANC's goal of a better life for all through the mobilization of all social forces.

The new cadre's commitment has to take the form of ongoing dedication to accountable, effective and efficient governance in whichever structures we are deployed by the movement.

We believe that our staff must be skilled and re-skilled so that they become capacitated in terms of meeting the challenges of the current phase of the National Democratic Revolution.

Only if we are relevantly capacitated can we begin to give effect to the broad objectives, ethical and moral value systems of the African National Congress. 



The matter of the cadres of the movement has always been an important part of what constitutes the ANC, of what defines the ANC.

Thabo Mbeki
ANC President

What is the New Cadre of the Movement?

Remarks made by the President of the African National Congress, Cde Thabo Mbeki, at the National Staff Lekgotla, December 2005

Thank you very much for the opportunity to be here. I am very pleased that you managed to have this workshop and I am sure that I will receive a report at the end as to what happened. I think it was important that we should come here because you represent a very important echelon in terms of the leadership of the movement - and therefore the leadership of our country.

The National General Council of 2000 focused on a particularly important matter, and I see that it constitutes the title of your journal called *The New Cadre*. That NGC focused on this particular matter because it was clear that the National Democratic Revolution at this stage requires new cadres of our movement - new cadres of our revolution. I am sure you know what was said at that NGC about that new cadre and I do hope

that in this workshop we will focus on this matter because all of us will agree that there are new challenges that have arisen - new challenges that face all cadres of our movement, from the President down to an ordinary member in the branch.

The matter of the cadres of the movement has always been an important part of what constitutes the ANC, of what defines the ANC. And those cadres have changed over time. Take for instance the period after the adoption of the Programme of Action in 1949. The implementation of that programme required a cadre of a particular type - in that instance, the volunteers.

At that time it was said: "Here is a programme of action which we must generate, which must throw the masses of our people into struggle to move

through a particular period". Before that, a lot of activities of our movement had consisted of petitioning the authorities, as they were, but now it was necessary to generate the energies of millions of our people to engage in the struggle. At that time the movement felt we needed a new cadre. These cadres became known as volunteers who participated in the Defiance Campaign of 1952, the volunteers who would develop the courage to defy and therefore to be ready to go to jail to secure the liberation of our people.

And I am sure all of us will forever honour those cadres who stood up and indeed created the mass struggles, and generated the energy among the masses of the people who carried us through to our liberation. If today we talk about people-driven processes of change, it is

because of the tradition they established of the involvement of the masses of the people directly in the struggle for their own emancipation.

Those cadres had, above all, to understand very well what the objectives of the movement were; to understand the responsibilities of the movement of the masses of our people and to be committed. They had to understand that, to be a member of the ANC was to do things; and to engage the masses of our people in the struggle so that we could take that struggle forward.

You know that the ANC was banned in 1960. This represented new challenges. Again it called for a new cadre who was going to be able to rise up and live up to the new challenges that arose from that banning. The banning was followed by, of course, the beginning of the armed struggle in 1961. So we ended a period which the volunteers had not experienced

quite in the same way as we would have experienced in the period of the 1960s.

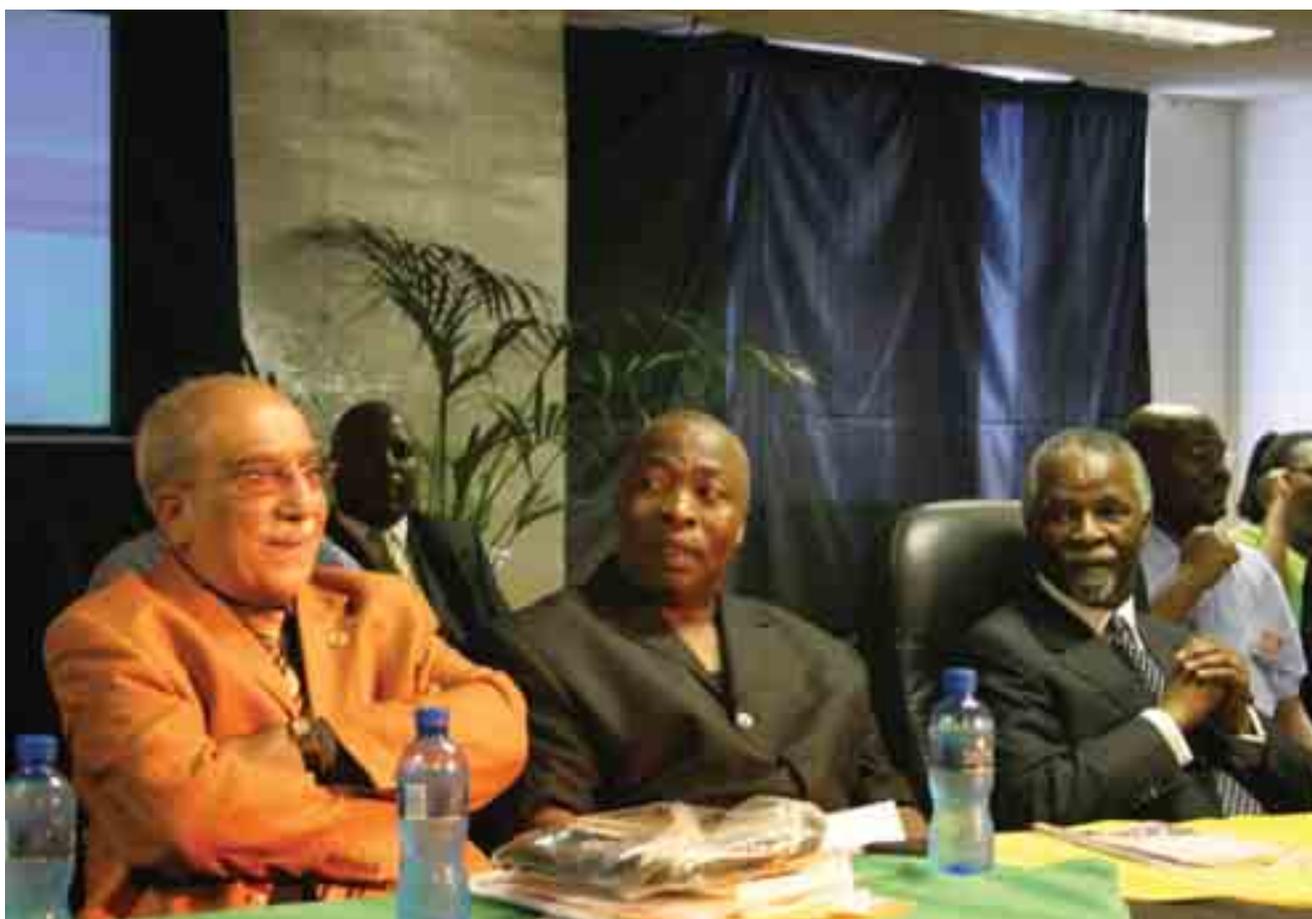
It is true that, throughout its history, colonialism and apartheid in South Africa have always exerted their toll in terms of the lives of our people. So, indeed, even during the period to 1949 when we were engaged in peaceful struggle the past regime still resorted to methods of

To be a new cadre of the ANC today no longer implies that you may be killed, that you may be arrested, that you may be tortured or that you may end up in exile.

extreme repression and people were killed.

Though we were involved in peaceful struggle, you couldn't say that death, on the part of those who were engaged in that struggle was not possible. But certainly, in the period after the banning of the ANC the price that had to be paid by those who defined themselves as the new cadres of the movement in that new situation, was to be ready for death, to go to jail for a long period of time, to suffer the most cruel forms of torture at the hands of apartheid forces, and to go into exile.

This particular period after the banning of the ANC demanded, again, new cadres: The type of cadres who would not be afraid of death, of torture, of prison or exile ... the cadres who will say "in order to achieve the liberation of our people we must all of us be ready to make the necessary sacrifices". In a sense, therefore, these were different cadres



Prof. Kader Asmal, Chief Whip Mbulelo Goniwe and President Thabo Mbeki at the Staff Legotla

from the cadres that were demanded as a result of the adoption of the 1949 Programme of Action. Through their activities, comrades went to the MK, underground structures, and others like comrade Mbulelo Goniwe had to go to jail. It was comrades like these, whose conduct, courage, and commitment to the vision of the ANC enabled us to achieve our liberation in 1994.

And again, as with the new cadres then who constituted our volunteers, these new cadres who were active during periods of extreme repression we will always honour as agents, as instruments, as revolutionaries who brought about the changes which the masses of our people demanded.

Our liberation in 1994 yet again presented us with new challenges - such as the challenge to develop another new cadre to respond to the challenges of the movement as a consequence of the victory of the national democratic revolution. Central to the tasks of the national democratic revolution at this stage is a task of social transformation. I am sure, Comrade Chief Whip, as we talk here during these days of the workshop we will talk about these things that are fundamental to the perspective of our movement. These are issues such as the building of a non-racial society, building a non-sexist society, building a prosperous society - achieving the shared prosperity that we are talking about. I am sure that we will also talk about matters that have to do with making a contribution of historic significance to and very much part of, our movement in the context of our obligations in terms of international solidarity. They are issues that force us to contribute to the renewal of our continent and to the building of a progressive world.

I am saying that the central strategic task of the national democratic revolution is social transformation. So the question arises: what kind of cadres do we now need to help us to achieve that social

transformation related to issues of non-racialism, of non-sexism - and so on? You have to be part of that cadre. This is why the National General Council in 2000 decided to focus on this particular matter - and said, when we say we want a new cadre committed to the task of social transformation, what should characterise this cadre?

I am quite sure that all of us have become more aware of the particular problems that confront the movement as it builds that new cadre. The particular problem arises from the fact that we are now a movement in power, whether we sit in the executive, in Parliament, in the administration of the State, or even in the private sector. The fact of the matter is that today the African National Congress is in power.

To be a new cadre of the ANC today no longer implies that you may be killed, that you may be arrested, that you may be tortured or that you may end up in exile. To be a cadre of the movement means that today we have the responsibility to inherit the task of taking on the reins of power and of leading our country forward to achieve the tasks that we set in terms of the NDR. I think the danger, comrades, that all of us have seen is the temptation of people who in reality ought not to be members of the ANC. We have seen those people attracted to join the ANC as a bee is attracted to a pot of honey. They come with a view that they will use access to power for personal benefit. We have been trying to raise this matter for some time now.

I am sure comrades are familiar with some of the things that have been happening in the process of the selection of our candidates for the forthcoming local government elections. Some very bad things have been happening.

One comrade called me and told me about one of these stories. It is about a taxi owner who owns a number of taxis. For some reason he decides that he wants to be an ANC councillor when we

hold elections in March next year. And so what he did was to collect a number of people that are landless and march them to some white farm to occupy the land and build shacks. Then he said, 'when I become councillor I will make sure that this land is transferred to me. So we are therefore going to go to the next meeting of that particular branch of the ANC and you must support me there as a candidate ward councillor'.

So he took out money and bought membership for these people and proceeded to march with them to the branch meeting and demanded and used his 'strength' to get himself elected as our candidate of that particular ward. Fortunately comrades were warned of this and were able to stop him. Of course the taxi owner came armed, carrying weapons to this ANC branch meeting, saying 'here are my supporters who choose me as candidate ward councillor'. And, as I said, he says to them that 'I will make sure that this land that you have been occupying illegally will be yours'. And yet this taxi owner says: I am ANC.

That person is not ANC. That person may very well have a membership card of the ANC, he might very well wear a t-shirt of the ANC as many of us here, but that person is not ANC.

Another person called with another distressing story. It is a young businessman who decides to take up an important business initiative to do with the use of information and communication technologies. I listened to the idea and it was actually very exciting and very inspiring that a young black business person, with such a command of this ICT that he could elaborate about the use of it in the way that he was. So he came to see the President and I saw him. He said: 'Comrade President, the reason I wanted to see you, I don't want you to do anything for me, but I want to tell you about some of my experiences.' So he explained this business proposal that he

has. But then he says: 'I need a licence from a municipal council to set up this new business. And I was quite sure that the project sells itself and should also help the municipality.'

'Unfortunately I had many of my former comrades who I was together with in the student movement who now occupy positions of influence in the municipality so I was certain that this is going to fly.' But he said: 'Mr President, what I wanted to tell you is that every single one of them, with whom we were together in the student movement and in the struggle and in the youth movement - as I moved from office to office - said: "Can you please reserve a portion of the equity in this company for me?"'

He said: 'I gave up, I said to each one of them - No.' He said: 'They tried to persuade me to say we will be sleeping partners and we ensure that you get authorisation from the municipality.' He said: 'President, I said No to all of them, knowing very well that by saying that I am killing this business initiative. And indeed the business initiative died.'

He said: 'President I have come to tell you this particularly because the people who are sitting in these positions of authority in the municipality are comrades of mine, they are comrades with whom I came through in the struggle and I know them. I was not told about them by somebody else but I was with them in the struggle; but look at what is happening to them.'

So, I am saying comrades, That we have a challenge as a result of the democratic victory of 1994, to produce a new cadre - the kind of a new cadre that we spoke about at the National General Council in 2000. This is a new cadre who will be committed to the tasks of social transformation for the genuine emancipation of our people.

That it is perfectly obvious that this access to power has opened us to membership by people who want to have access to

power in order to abuse it, not for the advancement of the people but for personal gain.

The decisions that will be announced concerning our councillors for the forthcoming local government elections will among other things say that, particularly for the ward councillors, they should be residents in the ward that they represent. This is to address a particular challenge which all of us are familiar with; of the possibility and danger of growth of distance between ourselves as leaders and activists of the movement and the masses of the people that we lead. Hence this requirement that at least ward councillors should be resident within the wards that they represent.

This is a new cadre that we are looking for and it is a cadre who is here: a cadre that is ANC but a cadre who is empowered to participate in this process of giving birth to a new South Africa.

This experience since 1994 must say to us that there is one thing that is constant with regard to the cadres our movement has always sought. Whether it was cadres of the volunteer type who were involved in the defiance campaign, whether it was cadres who were required to take up arms and go to jail and face death, and the cadres that we need now - there is one thing that is constant in all of these cadres. That is a commitment to the vision and the values of the African National Congress.

It is difficult in the circumstance in which we operate to measure that level of

commitment now. In the past you could tell that commitment by the willingness of people to engage in struggle even if that struggle meant death. Today it is not that anymore.

There are so many of us who will recite the Freedom Charter, who will recite the Reconstruction and Development Programme, who will recite all the speeches of the President until you are convinced that this is a dedicated cadre of the movement.

Nevertheless, what we still have to insist upon is that indeed this new cadre of the African National Congress that we are talking about must be a cadre who understands the policies of the movement, who is committed to the vision of the movement, who understands this oath that is in the constitution of the ANC. It is an important oath that, comrade Chief Whip, you will please circulate, so that when a comrade says 'I am a member of the ANC', he or she will understand what that oath means in terms of the manner in which we should conduct ourselves, in terms of what it means when we say our movement leads because of social transformation of our country. It is very fundamental.

The 2000 NGC raised another challenge that, in the circumstance in which we are, so as to lead the process of social transformation we also need skills. We need skills to respond to these particular challenges that we face. I am sure comrades who are part of the national Parliament here spent a lot of time assisting our members of Parliament to prepare the Convergence Bill. The Bill was proposed and was tabled at Cabinet, as happens normally, by the Minister of Communications. We discussed it and she made a presentation with all manner of words and phrases that are used in this area of Information and Communication Technology. And we agreed and approved the bill to go to Parliament.

What is meant by this convergence is



Staff listen attentively to the President

indeed very fascinating. It is the convergence of different technologies - hence you can no longer say there is broadcasting here, which is separated from telecommunications. You also need to decide on the regulatory framework you need to set up in order to govern all of these. Now you get people phoning Radio 702 from the United States, participating in the telephone-in programme. When I

first heard about it, I asked myself: 'How do they do it?' Of course, they do it via the internet. That is convergence and it poses particular challenges.

But, comrade Chief Whip, how many of our Caucus staff members who help reinforce, strengthen and empower our MPs, understood the Convergence Bill? I am saying that the new cadre that is

called for now has got to be a cadre who has got this very deep commitment to the vision of the movement, who understands what we meant when we included the oath in the Constitution, but also a cadre who is capable of making this input in terms of skills to the challenges of social transformation. And I hope that we shall discuss this because I think it is very important for our movement to say, if

indeed the members of the Caucus staff at all levels that are here don't have these skills that are required, what do we do as a movement to make sure that they have those skills?

We can't say: 'These comrades don't have the skills, then let us go and look for somebody else who has.' We must take these cadres who don't have the skills, and ask ourselves what we must do to make sure that we give them the skills. It is obvious that we will sit in legislatures of all sorts and if this critically important support staff is unable to support the legislators, then indeed what we are going to produce would not be something that is consistent with the achievement of the goals of social transformation.

This is a new cadre that we are looking for and it is a cadre who is here: a cadre that is ANC but a cadre who is empowered to participate in this process of giving birth to a new South Africa.

It is a big challenge. It is a big challenge because everything in this country has to change, whether it is education, health, agriculture or whatever. And to make sure that we change these things in the direction that serves the interests of the people, we need competence and capacity - we need to be professors, in a way, in all of these fields that our legislators have to deal with necessarily.

Comrades I want to conclude by saying this. It must therefore be clear from everything I have said that you constitute a very important echelon of our leadership. I am about to have a discussion with a number of our Directors General. There is a state of war between them and me ... because some of them say, behind my back, 'we don't understand why the President does not appoint us as Ministers'. They say: 'If you look at some of the comrades who are serving as Ministers and Deputy Ministers, I was their political leader during the

course of the struggle. I am senior to them and yet I must now sit as a Director General in a department with this political junior being my Minister. It is not right.'

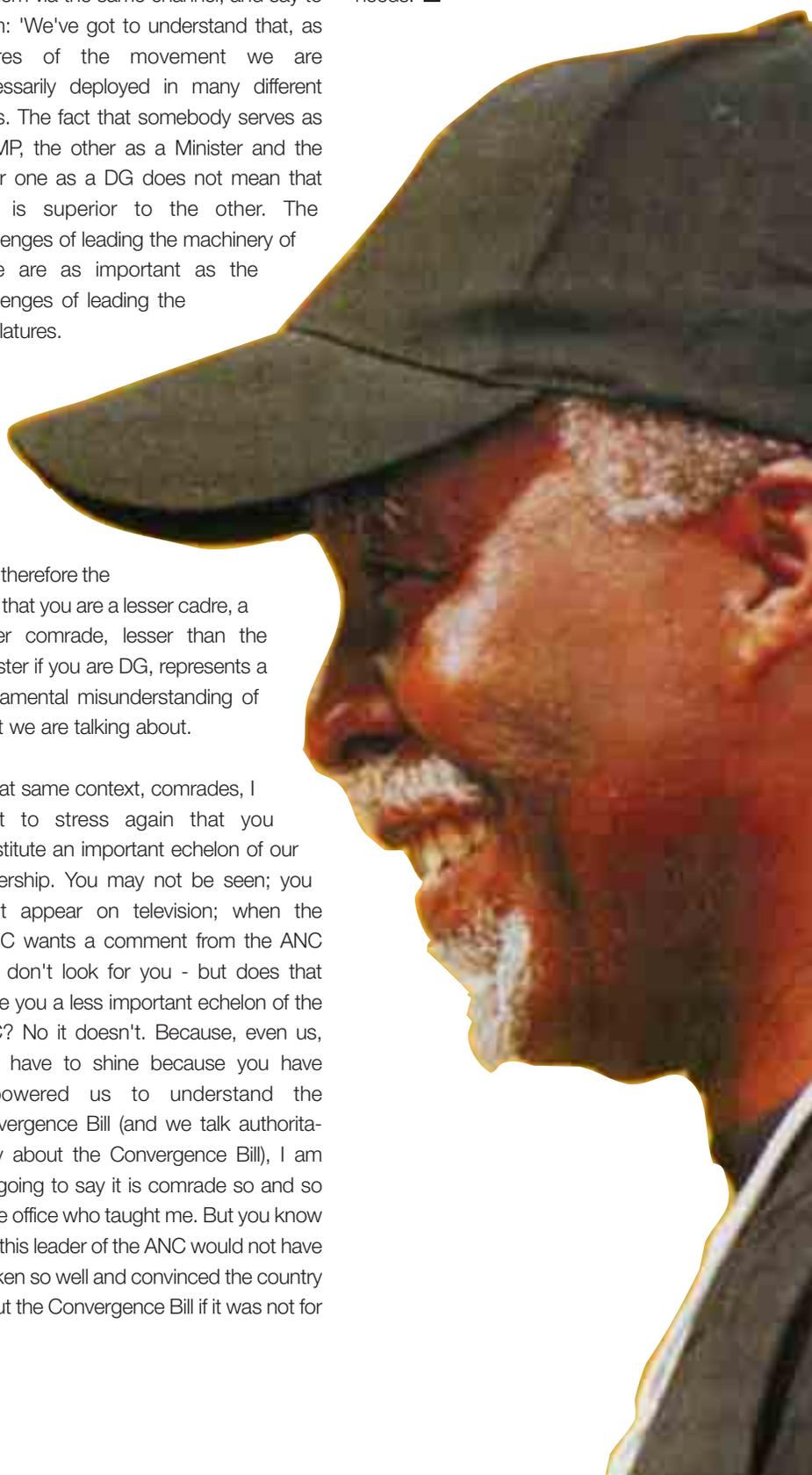
I am saying they don't say these things directly to me, so I sent the message back to them via the same channel, and say to them: 'We've got to understand that, as cadres of the movement we are necessarily deployed in many different fields. The fact that somebody serves as an MP, the other as a Minister and the other one as a DG does not mean that one is superior to the other. The challenges of leading the machinery of state are as important as the challenges of leading the legislatures.

And therefore the idea that you are a lesser cadre, a lesser comrade, lesser than the Minister if you are DG, represents a fundamental misunderstanding of what we are talking about.

In that same context, comrades, I want to stress again that you constitute an important echelon of our leadership. You may not be seen; you don't appear on television; when the SABC wants a comment from the ANC they don't look for you - but does that make you a less important echelon of the ANC? No it doesn't. Because, even us, who have to shine because you have empowered us to understand the Convergence Bill (and we talk authoritatively about the Convergence Bill), I am not going to say it is comrade so and so in the office who taught me. But you know that this leader of the ANC would not have spoken so well and convinced the country about the Convergence Bill if it was not for

the work that you did!

I am very pleased to see everyone here. I was very pleased and inspired to hear that you are having this workshop. Hopefully the results that will come out of here will get to the leadership of the ANC so that they will also be able to respond to your needs. **C**





The New Cadre, introduced four months ago, is being hailed as a special information web that connects cadres of the movement in all Parliamentary offices countrywide. New Cadre Editor gave a presentation at the publication's launch ceremony held in Muizenberg, Cape Town.



The introduction of the first ever staff magazine for the ANC Caucus was a decision of the Office of the Chief Whip in line with the Seapoint and Gordon's Bay resolutions on Media, Communications and Education. The resolutions amongst others called for the restitution of the Media and Communications Unit in the Chief Whip's Office that will develop and sustain an internal and external communications strategy of the Caucus.

The foundation of the publication is a product of the Media and Communications Unit's comprehensive strategy on Internal Communications. It is also a culmination of months-long process of strategising and conceptualisation by the Office of the Chief Whip, the Unit, the Caucus Management and the Interim Editorial Board - the midwives to this product.

Internal Communications is a critical and strategic component of every organisation. According to gurus in the field of communications: "Internal communication is considered a vital tool for binding an organisation, enhancing employee morale, promoting transparency and reducing attrition." This is achieved through information dissemination and creation of a medium for mutual dialogue that are critical catalysts to the enhancement of greater involvement of members into organisational activities. The emergence of the product that we

are launching today seeks to advance these objectives.

This new product will serve as an information web that will connect every office of Caucus across the country. Through this revolutionary publication, staff members in the provincial legislatures, Parliamentary Constituency Offices and Parliament will every three

months learn and be informed of each other's activities.

The New Cadre is a mirror and a voice of the ANC Caucus. It would mirror all our organisational and political activities in all institutions and structures relating to Caucus.

This staff publication was named The New Cadre because we believe that it will contribute to the general effort by our movement to regenerate our cadreship and create a new cadre that is politically sound and organizationally committed.

The New Cadre is not the property of the Chief Whips alone, It belongs to all employees of Caucus. We must correctly claim a rightful place in the processes of its production.

I would like to echo what the Chief Whip correctly stressed in the second day of this gathering, that the "New Cadre" is a staff publication. Every staff must therefore own it not only in word but more importantly, in deed. Staff must contribute articles and use it as a tool to raise issues". Staff indeed must be the custodians of its destiny.

The New Cadre would also serve as a resource for political education. Elsewhere in the launch edition which you received this morning, you have been introduced to the first of a series of political education columns from the desk of a Staff Political Education Commissar - Comrade Mzukisi Gaba. Comrade Gaba, as you would be aware, presides over a newly established desk whose objective is to orientate and develop you Caucus cadres politically. The regular publishing of his political education notes will serve as a distance-school especially for members of the cadreship family in the Constituency offices and provincial legislatures.

The New Cadre will enhance effective dialogues and interactions between

staff, management and the political principals. It will serve as an information bridge. Detailed information on your medical aid, your provident fund, your salary, employment conditions and so on, would now be at the tips of your finger.

In the current era in which the mainstream media is hell-bent in its attempt to dictate the agenda of both the public and our movement - the New Cadre's necessity can never be over emphasised. It would guarantee us a space to air our view and react to views affecting our movement and the Caucus.

In the next few months, the Media and Communications Unit will develop a Caucus website that will enhance information dissemination within the Caucus. This will ensure that The New Cadre, as well as other Caucus publications such as "Sephadi" and "The ANC Whip" are readily available to all the cadres through a click of a mouse button. This will complement other methods of publications circulation.

The launch of the "New Cadre" represents a significant milestone in an effort to develop common vision, a shared sense of purpose amongst ourselves as the employees and cadres of the ANC deployed to Caucus.

It is indeed through this publication that cadreship bond would be bolstered and staff unity consolidated. Whether one is working in an office in Parliament, a Constituency office in Mokopane, in Soweto, in Nespruit in Mafikeng or Bisho - the emergence of the New Cadre today ushers in a new unity of a special kind.

But what is the political meaning of this New Cadre. The birth of the New Cadre is a tribute to a New Person, a New Cadre - a cadre of a special type. It is an honour to both the Cadres of our movement who have fallen and those

who continue to serve in the course of the liberation of our people in line with the National Democratic Revolution's quest for the emancipation of all Black people and Africans in particular.

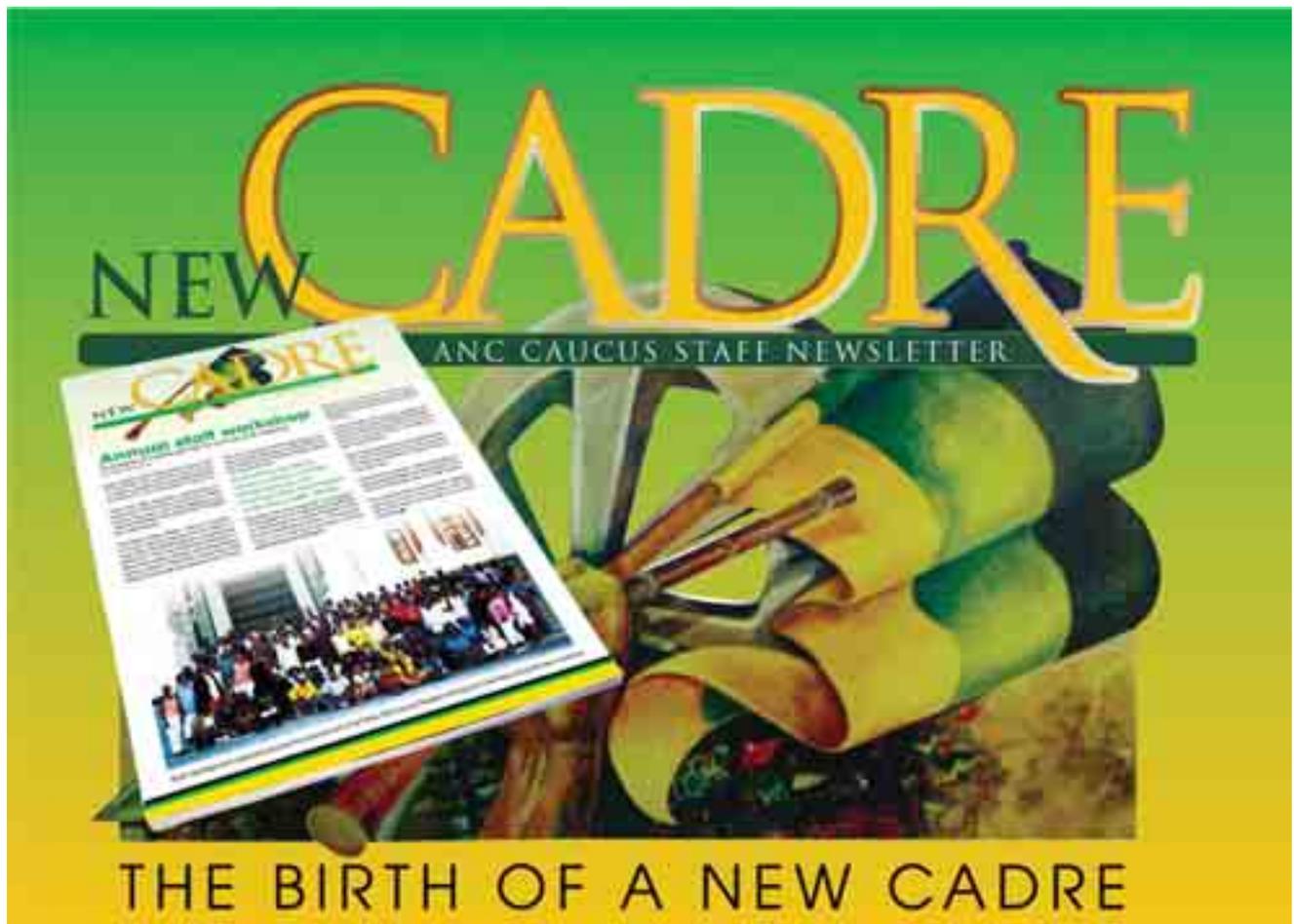
It is a tribute to the selfless Cadres of our mass democratic movement, who day after day - far from glare of public eyes, hoist high the flag of our proud movement in pursuance of the aspirations of millions of South Africans.

This is a Cadre of the African National Congress that distinctively understands and embraces a revolutionary notion that - he/she is first and foremost a Cadre of the movement before being an employee. A Cadre that knows no boundaries of time - no geographical boundaries in the passionate service of the masses.

A Cadre whose personal interest are secondary to those of the movement and her people. We are celebrating a New Cadre whose character, as often defined by the Chief Whip, defies the constraints of a factory time of 8h00 to 17h00.

It is a New Cadre that President Thabo Mbeki, described during the 2002 National General Council as "patriotic and committed, but also armed with an understanding of the modern global economy and the skills to participate in it". "He/She would also, among others, understand the writings of Karl Marx and Friedrich Engels and apply them to today's globalising world." He would also be able to read Wall Street Journal's stock pages and understand what they meant to the man in the streets of Khayelitsha, Seshego or Soweto.

This is a type of a New Cadre, which as former President Nelson Mandela said during the occasion of the celebration of the movement's 85th Anniversary, "must be at the centre of setting an example of discipline, of commitment to transfor-



mation, of teaching and listening. In all they do, the message that they send out to society should be: the people come first”.

It is a cadre of a special type whose character resonates with the Constitutional oath of the African National Congress in which members, among others, vow to “place energies and skills at the disposal of the organisation and carry out tasks given, to work towards making the ANC an even more effective instrument of liberation in the hands of the people”.

The birth of the New Cadre is a celebration of the unwavering and committed service of the Caucus staff both in Parliament and PCOs. The New

Cadre I am talking about is the Administrative Assistance in the PCO, a Personal Assistant in Parliament and in a Legislature, a Secretary, an Administrator, a Service Officer, and a Manager.

The establishment of the New Cadre is a tribute - a celebration and an acknowledgement of your effort - the Cadres of the movement. Sentimentally, you are the reason behind the publication's branding.

In conclusion, I would like to thank the Chief Whip, Deputy Chief Whip and Caucus Media Convenor Mpho Leggoro for the immeasurable support they provided the unit and myself in the conceptualisation and implementation of this product.

I would like to thank members of staff who have, despite their unforgiving and hectic job commitments, took their time and contributed quality articles to the launch edition of the New Cadre.

I would particularly like to thank the following members of the Interim Editorial Board for the role they played as midwives to the birth of the New Cadre: Editor-in-Chief Matthew Oliphant, Mzukizi Gaba, Dumezweni Zimu, Cathy Hendricks, Rene Thompson, Anusha Pillay, Nobuntu Toto, Andries Stemela and Desmoreen Carolus.

The New Cadre is a dedication to the Cadres of the movement - a celebration of a New Cadre. 

BOOK Review

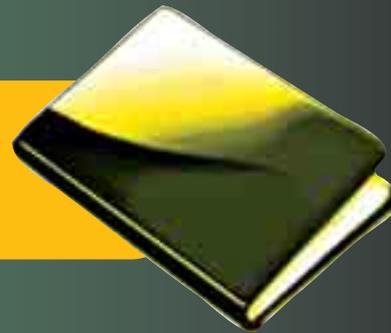


ANC: A VIEW FROM MOSCOW

BY Vladimir Shubin 1999

Cape Town: Mayibuye books.

Review by
Mzukisi Gaba, Staff Commissar



Comrade Dr Vladimir Shubin was involved from the late 1960s in political and practical support of the liberation movements in Southern Africa and was a Soviet representative at the ANC National Conference in Durban in July 1991.

From 1993 to 1995 he was a Senior research Fellow at the University of the Western Cape and is currently Deputy Director of the African Institute of the Russian Academy of Sciences. He is also the author of Social Democracy and Southern Africa (Progress, 1989, Moscow).

This historical account of the events in South Africa following the banning of the ANC in 1960 covers a period of three decades. Essentially the interpretation of developments in the South African revolution is presented from Marxist-Leninist perspectives. In light of the Rooi gevaar (Red danger)

propagated by the apartheid regime in the heydays of the Cold War, the book describes the real nature of relations between the Soviet Union and South African Freedom Fighters.

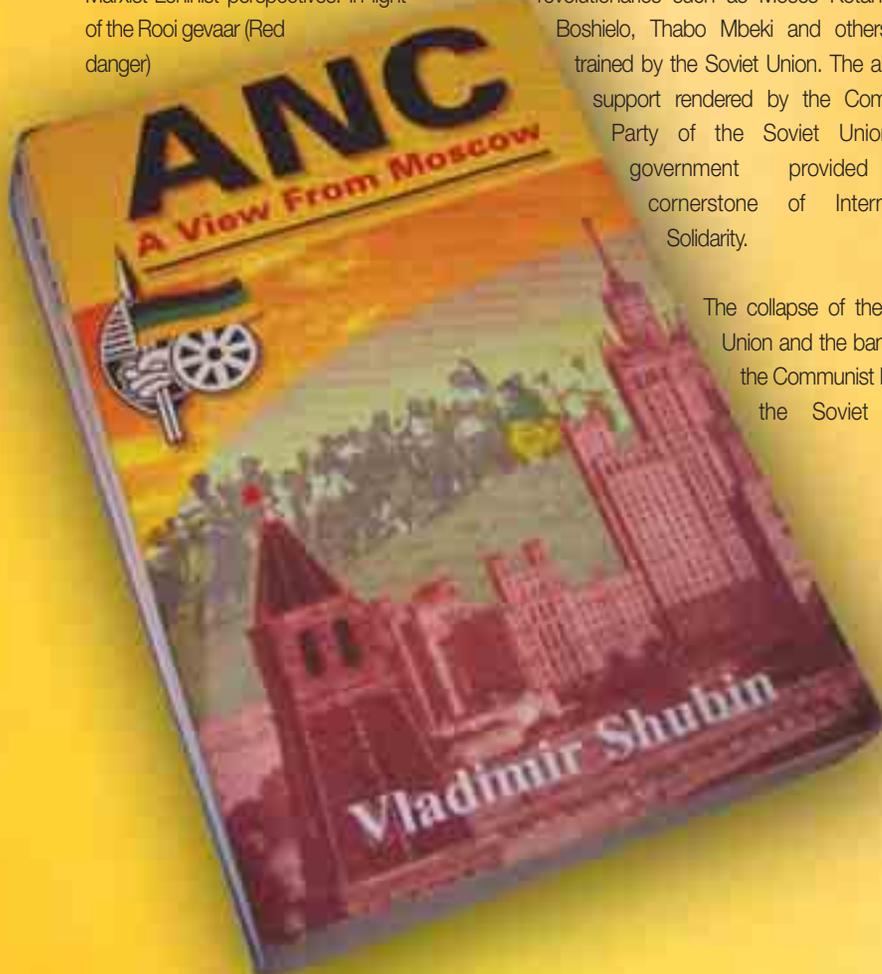
By exposing the myth of Soviet threat to Africa, the book provides reliable information about the contribution of the Soviet people in the liberation of South Africa and Southern Africa. The strength of the book derives from its rigorous research and presentation of information from primary sources and personal impressions. Dr Shubin personally met almost all the comrades who studied underground in the former Soviet Union. Information gleaned from personal interviews has enriched the content of the book and whets the appetite of the reader.

The book sheds light on how South African revolutionaries such as Moses Kotane, Flag Boshielo, Thabo Mbeki and others were trained by the Soviet Union. The all-round support rendered by the Communist Party of the Soviet Union and government provided the cornerstone of International Solidarity.

The collapse of the Soviet Union and the banning of the Communist Party of the Soviet Union

(CPSU) brought about a hostile foreign policy towards South African freedom fighters. In June 1992 F W De Klerk made an official state visit to Russia. The visit by de Klerk tarnished the good image of Soviet solidarity support. To add insult to injury, Boris Yeltsin assured De Klerk that "Mandela would not be received as the ANC President in Moscow but would be visiting the Russian capital as an international figure, a fighter for human rights".

The attitude of the Russian authorities contributed to the postponement of Mandela's visit to Moscow. The deviation in Russian policy towards South Africa was challenged by the state Duma (parliament) as well by newly formed left organizations. By reading **ANC: A view from Moscow** one gets a different perspective of anti-imperialist struggles and challenges facing liberation movements at the time of collapse of the Soviet Union. Also significant is the impact of globalization on international relations. Dr Shubi's book is an invaluable contribution in the theory and practice of the South African revolution. For revolutionaries to stay on course a sense of historical mission is a necessity. 



TO SHARPEN OUR IDEOLOGICAL WEAPONS THE FOLLOWING READINGS ARE RECOMMENDED:

- No easy walk to Freedom , biography of Nelson Mandela
- Moses Kotane a biography by Brian Bunting
- The political lectures and diary of Jack Simons, Novo Catengue by Marion Sparg
- All my life and all my strength by Ray Alexander Simons
- Peasants revolt by Govan Mbeki
- Reconstruction and development programme by the ANC

STAFF ON THE

Election Trail

By Staff Reporter

Black and white t-shirts emblazoned with bold and clear ANC election messages became a usual sight around the Cape Town townships during the months leading up to the March municipal election.

This phenomenon bore no ordinary feature, except that it was characterised by the involvement of Caucus staff - who together with Members of

Parliament and local leaders, worked to ensure that the people of Cape Town champion their own destiny by securing an ANC victory.

The campaign started in earnest in December when hundreds of staff, who had come for the five-day National Staff Lekgotla, joined local leaders in a door-to-door elections campaign. Since that December, in which for the first time

cadres from all provinces made it their business to assist the electorate in the city, the campaign had continued to intensify.

For months, members of staff worked tirelessly with their political principals on a daily basis around the election work.

The interaction afforded community members an opportunity to share their



Caucus staff members talk to locals in Khayelitsha during Elections Campaign



An army of cadres arrive in Site C, Khayelitsha, to campaign

challenges and where possible, received appropriate assistance on the spot. The visibly impressed community members were deeply humbled by the visits, which are consistent with the popular character of a caring movement.

Although most members of staff are working closely with communities on a daily basis in the Parliamentary Constituency Offices (PCO), they

stressed that they learned a lot from the experience as much as community members did from the visits.

Taut Khaueo, who works at the Tembisa PCO, said the campaign exposed to him new challenges that confront the movement while on the other hand made him realise the huge progress the ANC government has made in delivering to the people.

“Campaigns such as this are critical. What we embarked on when we were in the Cape was really huge - no other party except the ANC could have pulled off such a massive campaign,” said Khaueo. He added that the campaign demonstrated to all that the movement's caring principle knew no geographical limits.

Esther Rajuili, Secretary to the Chairperson Education in the Free State

legislature, also formed part of Caucus cadres who campaigned in the Cape townships. Rajuili said the ANC should be commended for continuing with a programme of closer liaison with communities even beyond the election period.

“Councillors should really be encouraged to closely interact with the people on a continuous basis. I was personally hugely enlightened by my involvement - it was quite an experience”.

Chief Whip Mbulelo Goniwe told members of staff in Parliament recently that the outcome of the city's election results posed a challenge on everyone to continue working together with communities to reclaim the city. **C**



Young people were also the target of the campaign

Madam SPEAKER!



INTERVIEW WITH KGAGAMATSO MORWAGASHWE

Former ANC Caucus member of staff, Kgagamatso Morwagashwe, is the new Speaker of the Taung Municipality Council in the North West province. Morwagashwe, who for years served the Caucus as an Administrative Assistant in both the Chief Whip's Office and the Parliamentary Constituency Office, was elected Speaker following the ANC's decisive triumph in the March local government elections.

As a Municipal Speaker, Morwagashwe presides over a 44-member Council. She amongst others sees to it that Councillors adhere to the code of conduct; ensures that they comply with the Constitution of the land, ensures that ward committees in every ward are established; and that a good relationship between Councillors, traditional leaders and community development workers exist, in line with the ANC Stellenbosh resolutions.

In an interview with New Cadre, Morwagashwe tells of her feelings about her new position, new challenges confronting her and her resolve to serve the people of Taung.

Can you briefly capture your transition from being Caucus Administrative Assistant to Municipal Speaker?

I was approached by my North West ANC Branch who requested me to stand as a Ward Councillor in the local government election. The Branch representatives had an extensive discussion with the Chief Whip Mbulelo Goniwe regarding the possibility for my release from my position as an Administrative Assistant in the Caucus. The Chief Whip was clear that he was not going to stand in the way of the will of the people and he agreed to release me. I subsequently forwarded the Branch my formal correspondence, accepting the nomination. Following an overwhelming ANC victory in the area, I became a ward councillor for the Greater Taung municipality, where I was subsequently elected to the position as a municipal Speaker on March 16.

How has this transition been for you both politically and personally?

Politically one can say it was a baptism of fire, due mainly to the challenges of political instability and marches in the Greater Taung municipality last year. There was a defiance campaign led by certain provocateurs aimed at boycotting the elections. These were individuals whose things did not go their way and therefore sought to hold the entire election work in the area to ransom. We worked very hard to overturn the situation and the ANC emerged victorious. People proved once again that they are loyal to the ANC. Out of 2 300 votes cast, the ANC won 1 950.

Personally, I was and continue to be humbled by the confidence and honour showed by the movement in me. I was really honoured to work for the ANC at Parliament level. I was the first person from my area to work for the ANC at the level of national Parliament so that really made me proud. I have worked with extremely supportive people since my tenure as a PCO Administrative Assistant and for that I am a better person today. Special thanks really should go to the Chief Whip (Mbulelo) Goniwe, who has been like a father to us. I attribute the political experience I gathered in the ANC to his unwavering support and mentorship. I also want to thank Caucus Management for the support and nurturing they provided me.

How have the challenges you encountered in your new political post been so far?

Currently I am in the process of learning the ropes. It is a learning curve. But as you have correctly asked, every position has challenges of its own and mine has not been an exception. One of the very first challenges was intervening in the resolution of constant confrontation between local Chiefs and Councillors on a variety of issues. We are currently in the process of resolving this matter. We hope to put this behind us very soon. Another immediate challenge is of course ensuring that ward committees in all the 22 wards are established so as to enhance delivery of services to the people in line with our manifesto. We continue to strategise with our councillors to achieve all these.

How would you juxtapose your current role with the one you played in the Caucus?

The Office of the Chief Whip serves as a public office where members of the community regularly come for assistance on a myriad of issues. The Office of the Speaker in the municipality also serves a similar purpose. In this regard there isn't much of a difference, except to say that my duties now are more political than administrative.

Had it ever occurred to you that one day you would ascend to such a position?

It was never my ambition to become a Speaker. It has never even formed part of my life's goals to hold a position of this magnitude. But it was the

will of the movement and the people and, as a committed cadre; I had to welcome the deployment. I feel honoured that I am serving our people under the banner of the tried and tested movement.

What message do you have to your fellow Caucus cadres?

I am one of the many examples who bear testimony to the fact that everyone is important before the eyes of the ANC. As the President told

us during the Staff Lekgotla in December, no comrade in the ANC is lesser than the other. We all occupy important positions in the movement and it does not mean that if one is an MP he or she is of superior standing than an ordinary member of staff. We all constitute an important cadreship of the movement. Any staff member of the movement can hold any leadership position. ANC recognises good work and rewards it. My message to staff is that they should take part in their branches and work hard to strengthen them. **C**



Morwagashwe is congratulated by the North West Health MEC Nomonde Rasmeni during her inauguration as speaker



A NEW WAY TO ENHANCE CAUCUS SERVICES DELIVERY

ANUSHA PILLAY
Deputy Head
Caucus Support Services

In order for the Caucus Support Services to continue withstanding tough challenges brought by the evolving climate within which it is operating, new mechanisms have to be continuously generated.

The need for sustained accountability, enhancement of improved performance and unity behind common goals is indispensable. In essence, Caucus employees, as cadres of the movement, are all shouldering the responsibility of ensuring that delivery to the clientele is bettered.

The Performance Management Development Systems (PMDS) is a necessary feature of efficient and effective management - which is central to the sustenance of better delivery and achievement of organizational goals. The PMDS, implemented last month, provide the Caucus support services with a framework that points how better to work together to achieve common goals through a closer interaction

“Performance Management is a way of describing how a person’s individual work performance, career and development needs are managed.”

One of the characters of a successful organization is an ability to assist its human resource to reach its best potential. The Caucus’s PMDS reflects such values and culture; hence it is developmental in approach. The approach seeks to manage the development of an individual and thereby improve the chances of success.

It thus becomes imperative for Caucus cadres to participate in this process and take responsibility for their development. The end result is a system that allows every member of staff to improve.

So far, staff at Parliament have already been briefed, they have been taken through the document and Managers will assume responsibility for the signed Performance contracts in their respective units.

Staff in constituency offices and their political principals will be briefed soon. Their principals, to whom they are directly accountable to, will take responsibility for the signed contracts in each of their offices. Caucus management had hoped to use the pilot roll-out of the system for staff at Parliament as a spring-board into the implementation of the system in constituencies.

The PMDS will arguably give staff members clarity about their respective roles, objectives and career paths. It will also ensure one’s control in terms of participation, development and results. And most importantly, it will optimize their contribution as individuals and as a team within the context of the strategic plan of the organization.

The first phase of the PMDS is the performance planning, where cadres will, together with their respective Managers/Members, set out their Key Performance Areas (KPA’s) and define their role, profile and the key competencies needed to do the job successfully. These will then determine the personal development plan for each staff member.

The second phase involves performance reviews

which shall be conducted quarterly to reflect on the past performance and evaluate how realistic, accurate and reasonable the content of the performance agreement is, and take corrective action if necessary.

The third phase involves conducting a performance assessment at the end of the performance cycle to discuss and rate overall performance against agreed standards and ratings. Consideration needs to be given to where progress has been made, and where it has not, and how to deal with difficulties.

“Employees often question the value and usefulness of the time and effort taken up by an appraisal. However, it establishes key results that an individual needs to achieve within a time period while also comparing the individual’s performance against a set and established standard. The employee is not the only beneficiary - the organisation benefits through identifying employees for promotion, noting areas for individual improvement, and by using the system as a basis for human resource planning.”

Performance Management is critical to the success of an organization. As much as it is the responsibility of the Managers and Political principals to ensure that it is implemented, it is equally the responsibility of every staff member to see that it succeeds. 



CAUCUS LEADERSHIP UNITED BEHIND

2006 PROGRAMMATIC TASKS

By Desmoreen Carolus

The leadership collective and staff representatives of the ANC Parliamentary Caucus met recently for a three-day Annual Strategic Planning Workshop in Cape Town.

The workshop allowed the ANC Caucus the opportunity to evaluate progress it has made in achieving its mandate as well as identify and address bottlenecks in achieving the goals of a better life for all.

Whenever strategic forums such as these take place, they emerge with a concise and realistic plan of how Caucus is going to practically give effect to its program of action as set out in, amongst others, the January 8th Statement. The Workshop was addressed by the Chairperson of the Caucus Political Committee

and Deputy President of the Republic, Phumzile Mlambo-Ngcuka, Deputy Secretary General Sankie Mthembu-Mahanyele, Chairperson of Caucus Vytjie Mentoor and Chief Whip Mbulelo Goniwe. Their inputs contributed immensely to the stimulating debate during plenary and further inspired debates in the various clusters and commissions.

A central point was that Caucus needed to improve its internal and external organizational communication to enhance closer liaison with communities. In this regard, Caucus must be aware of the opportunities that are presented by the various improvements in the information and communication technology sector.

The ANC has once again, received an overwhelming mandate from the people of South Africa during this year's local government elections. The movement remains committed to ensuring that it delivers on the trust that people placed on it. Consistent with the culture and tradition of the organization, the ANC will continue liaising with all communities in all the provinces in an effort to mobilize them behind the people's contract to create work and fight poverty. In the Western Cape, where the ANC lost the Metro and several other councils, more work will be done to ensure that the situation does not reoccur.

Other issues discussed during the plenary session included the ANC's role in bringing





Deputy President Mlambo-Ngcuka addressed the Workshop

about global solidarity amongst progressive organizations and bodies. The commitment to the upliftment of the continent and South America was highlighted.

The workshop also emerged with programmatic tasks in the areas of Social Transformation, Economic Transformation, Peace and Stability and Monitoring and Governance.

The forum focused critically on ways to enhance the Caucus's administrative capacity. This will see the day-to-day functioning of the Caucus being further beefed up through adequate resourcing to successfully marshal the programs for 2006. The programs relates to Constituency Work, Caucus Administration, Oversight and Accountability, Transformation of Parliament and other elements of Caucus Support Services.

The Strategic Workshop also focused on ways to effectively and efficiently improve the well-being of comrades through counseling services, culturing and sports activities.

Further taking forward the decision of the last national conference, the workshop emphasized the role ANC veterans can play in furthering the objectives of the movement. These leaders, the workshop acknowledged, have a wealth of knowledge and wisdom that can assist the course of the mass democratic revolution.

The strategic workshop mapped the way in which the ANC Caucus intends to give effect to the goals of achieving a better life for all. 



Staff were also represented at the workshop



TASKS OF **CAUCUS CADRES**

By Mzukisi Gaba
Staff Commissar

The commissariat takes this opportunity to wish all the comrades a warm welcome and good health in the New Year. The past year was a momentous moment in the history of Caucus staff. Two historic milestones deserve special recognition, namely the inauguration of the National Staff Forum and the launch of the staff publication, the New Cadre. Both occasions were graced by the presence of comrade President Thabo Mbeki, President of the ANC and South Africa.

The battle orders issued by the NEC on January 8th 2004 derive from the experience of 94 years of unremitting struggle to establish a united, non-

racial, non-sexist and prosperous South Africa. Building on the successes achieved in the year of the 50th anniversary of the Freedom Charter, the central task consists in the imperative that we should use our political power to accelerate the advance towards achieving the goal of a better life for all.

As we pursue our revolutionary struggle for the consolidation and deepening of the National Democratic revolution the following should constitute our beacon:

- The conscious and organized masses are, and must continue to be, the makers of history;
- Historical reality demands that these masses should unite across race,

class, gender and age divides to wage a united struggle on the basis of a common programme to achieve specified national democratic objectives (NDR); and,

- Our movement for national liberation must continue to play its role as a leader of these masses, continuing to inspire their confidence because of their quality and commitment of its cadres and leaders and its loyalty to the people (ANC: 2006).

The injunctions of January 8 NEC Statement should be translated to programmatic perspectives on the basis of concrete material circumstances. For this to happen as cadres

we should listen to the people and understand issues that agitate them. At all material times we should be alive to the reality that the development of political consciousness is inseparably intertwined with revolutionary practice.

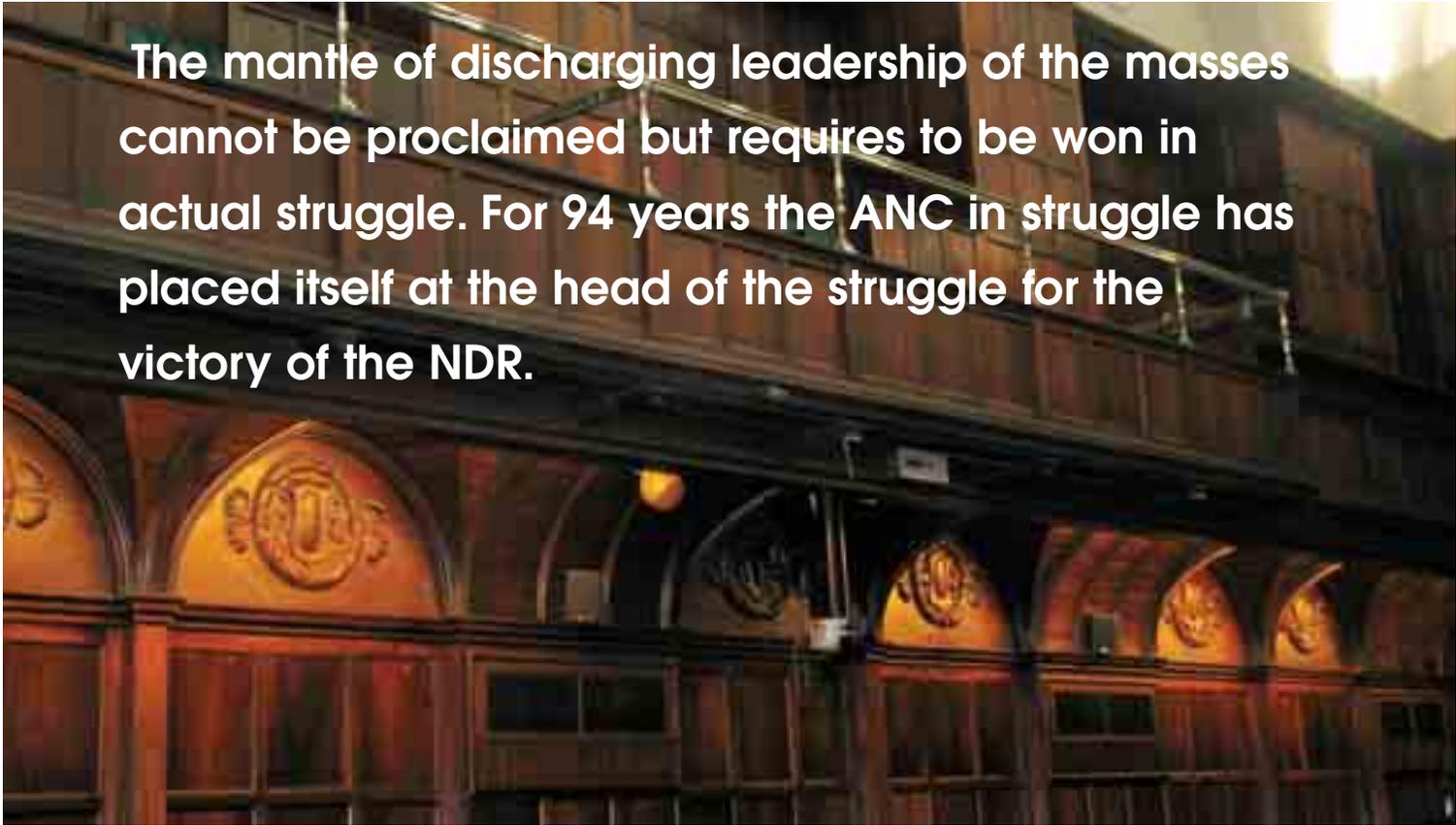
Practical political activity is a political school of educating the masses into conscious makers of history. Unity in struggle is the bedrock of consolidating the deepening of the National Democratic Revolution. Necessarily these masses should unite across race, class, gender and age divides to wage a united struggle on the basis of a common programme to achieve the victory of the NDR. Essentially the NDR becomes a point of convergence of national, gender and class contradictions that dictate concerted efforts. Historic milestones that will be celebrated in 2006 should become occasions of mass mobilization. These milestones include the Centenary of the Bambata rebellion, Fiftieth Anniversary of women's march on the Union Buildings, Fiftieth Anniversary of the

adoption of the Freedom Charter by the ANC, Sixtieth Anniversary of the African Miners' strike, Sixtieth Anniversary of Mahatma Ghandi's passive resistance, Thirtieth Anniversary of Soweto Students' uprising and Tenth Anniversary of South Africa's democratic constitution.

The Bambata rebellion provides the opportunity to focus the country on the urgency of land restitution, land distribution and agrarian revolution in favour of the working people. Furthermore it underscores the significance of wars of resistance in the struggle for national liberation. It is critical to popularize revolutionary traditions for the purpose of nurturing the youth and also to foster patriotism. The celebration of the women's movement assumes special significance in light of the challenge to organize a national women's movement. The task of women's emancipation in the words of Oliver Tambo falls on women and men alike. In this regard cadres of the movement should occupy a central role in the struggle for gender equality.

The mantle of discharging leadership of the masses cannot be proclaimed but requires to be won in actual struggle. For 94 years the ANC in struggle has placed itself at the head of the struggle for the victory of the NDR. Success in exercising the role of a vanguard fighter depends on conscious revolutionary discipline, collective leadership and unity of cadres. Only systematic political education and revolutionary practice can achieve ideological and organizational unity of cadres. Experiences of revolutionary movements confirm that without revolutionary theory there can be no revolutionary movement. In the same vein revolutionary theory without practice is sterile. Therefore going forward in the NDR we should underscore the unity of revolutionary theory with revolutionary practice.

Essentially the State of the Nation Address (SONA) translates the policies of the ruling party into government programmes. In perspective each SONA represents milestones towards the realization of a better life for all. On



The mantle of discharging leadership of the masses cannot be proclaimed but requires to be won in actual struggle. For 94 years the ANC in struggle has placed itself at the head of the struggle for the victory of the NDR.



UMRABULO: A cadre gives input to a political discussion

February 3 2006 President Mbeki confidently observed, "what has been achieved since Nelson Mandela delivered his First State of the Nation Address, and what we can do, given the larger resources that have since been generated, has surely given hope to the masses of our people, that it is possible for all Africa to hear the mountains and the hills singing before them."

The age of hope President Mbeki speaks about is not an empty slogan or wishful thinking. In reality the age of hope captures progressive changes in the material conditions of the masses. The cumulative achievements in the provision of basic services around housing, electricity, water, health, education and sanitation constitute the age of hope for millions of our people.

The optimism of government is shared by the overwhelming majority of South Africans. In this regard President Mbeki during the State of the Nation Address said, "with regard to the economy, late

last month the Grant Thornton International Business Owners Survey reported that 80% of South Africa's business owners are optimistic about the year ahead, making them the third most optimistic internationally. Again last month, the First National Bank and the Bureau for Economic Research reported that the consumer confidence index is at its highest in 25 years."

The Age of Hope tells a story of a people at work to build a better life for all. Increasingly the democratic state through ASGISA is positioning itself to occupy commanding heights in the economy. The central objective of a developmental state is to ensure that economic growth is shared by all the people. Of critical importance is to ensure that historically marginalized social groups such as workers, women, youth, disabled and rural masses are beneficiaries.

Parliamentary Constituency Offices (PCOs) are strategically located to play a critical role in the oversight function. In the course of performing oversight

PCOs should ensure that constituencies are mobilized to participate in programmes of ASGISA. For this to happen it is vital to facilitate development of programmes at local level that respond to community issues. Also effective communication among various spheres of government and constituencies is key to the success of service delivery.

International solidarity work remains pivotal in the programmes of the ANC and government. On the occasion of the fiftieth anniversary of the adoption of the Freedom Charter by the ANC, the promotion of peace and friendship among the peoples of the world should remain the cornerstone of our internationalism.

In this regard President Mbeki has committed government to ensure that, "during 2006 we will continue to engage the African challenges, focusing on peace and democracy in the Democratic Republic of Congo, Cote d'Ivoire and Sudan, the strengthening of the African Union and the acceleration of the process of the implementation of the NEPAD programmes. In this context we have to ensure that we conduct a successful self-assessment process as we prepare our national report for the African Peer Review Mechanism." Furthermore the ANC government is committed to the reform of the United Nations and the strengthening of South-South cooperation.

Also government is increasingly focusing on preparations for the successful hosting of the soccer world cup in 2010. Preparations include infrastructure arrangements, focusing mindset of the nation and fostering commitment and patriotism.

The significance of the overwhelming ANC victory in the 1st March 2006 local government elections reverberated throughout the country. For the first time ever thanks to the ANC majority of councils in the country are constituted on the basis of gender equality. In light of the fact that local government is the coalface of people's power and service

delivery, henceforth issues of gender should underpin service delivery. Everything should be done to render all-round support to the elected councilors to ensure success of fundamental transformation.

In the March 1st 2006 local government elections, the ANC received 66.3% share of the PR vote. The ANC has been placed in the position of leadership in a manner that consolidates the victory of the 27 April 1994 democratic breakthrough. The question that faces every revolution is the issue of state power. The transformation of state power in the hands of democratic forces is key to a better life for all. Transformation of state power relates to people centered and people driven development. The truth of the matter is that the people are their own liberators.

It is at the local level through ward committees, street committees, popular IDP processes, Izimbizos, transparent and accountable councils that the masses must be empowered to be their liberators.

Guided by January 8 NEC statement, Caucus seeks to achieve the objectives of the Year of Mobilization for People's Power through Democratic Local

Government. Necessarily pillars of the programme should address the following:

- **First Quarter: January - March**
popular mobilization for democratic local government, with specific emphasis on the achievement of a decisive ANC victory in the local government elections.

*The age of hope
President Mbeki
speaks about is
not an empty
slogan or wishful
thinking.*

- **Second Quarter: April - June**
youth mobilization for transformation, in which ANC branches lead a sustained programme to mobilize youth in support of local development and transformation. During this period, an assessment should be undertaken to determine the extent to which issues affecting youth have successfully been integrated into the work of government.
- **Third Quarter: July - September**
women's mobilization for transfor-

mation, in which ANC branches similarly lead a sustained programme to mobilize women in support of local development and transformation. This programme should also involve appraisal of the involvement of all women in structures of the ANC, local government and broader society, and an assessment of the extent to which the issues most affecting women have been successfully integrated into the work of government.

- **Fourth Quarter: October - December**
building the branches of the ANC, involving, among other things, focused recruitment, induction and membership renewal; cadre development programmes; and planning of branch programmes to support and sustain effective local government for the years ahead.

The promise ushered in by the Age of Hope for it to succeed requires the unity of the revolutionary forces led by the ANC. The Second Decade of Freedom represents the deepening and consolidation of popular power in the political, economic and social spheres. Victory requires an uncompromising struggle against corruption, factionalism, tribalism, nepotism, careerism, elitism and contempt for the masses. **©**



Aluta continua! Long live the New Cadre

NEW

2006 has dawned with new comrades joining the Caucus as fulltime members of staff and as interns, while others moved up the ladder – assuming even more challenging roles. In this edition of the New Cadre, we introduce the faces of these changes.

CADRES WITHIN



LINDA KHUMALO

Linda Khumalo joined the Caucus in February as a secretary to the whip, Don Gumede. He has previously worked for the ANC in the KwaZulu-Natal province, his home province.



TSHIAMO OLIPHANT

Tshiamo Oliphant, previously an Administrator in the Diepkloof parliamentary constituency office (PCO), was promoted to a position of a Secretary to a Whip, Nthabiseng Khunou. She hails from Dobsonville in the Gauteng Province.



THEMBISA SILWAYANA

Thembisa Silwayana joined Caucus in February as a Secretary to four ANC Members of Parliament. She has previously volunteered as a PCO Administrator in Crossroads, Western Cape – where she lives.



SIKI WALAZA

Previously an Administrator in the Ashton PCO, Siki Walaza joined the Caucus in February to take up a position of a Secretary to Whip, Elizabeth Ngaleka. She lives in Ashton, Cape Town.



SAM MULLER

Sam Muller is a new Secretary to Whip, EM Sogoni. Muller, who joined the Caucus in March, previously worked for the ANC in the Western Cape Province – where he also lives.



FLORENCE GWADELA

Florence Gwadelala runs four offices of the ANC Members of Parliament in her capacity as a Secretary. For ten years Gwadelala worked in the Seapoint PCO as an Administrator. Born and bred in the Eastern Cape, she has now relocated to the Western Cape.



ARTHUR de BRUYN

Arthur De Bruyn is a secretary to Whip, Cornelis Van Rooyen. He joined the Caucus in March after working as an Administrator in Wetzenberg, Western Cape. He is from the Ceres in the Western Cape.



NOWINTI WOTSHINISI

Nowinti Wotshinisi took up a position as an Intern in the Caucus Human Resource Unit in February. Wotshinisi, who is from George in the Western Cape, previously held various positions in government and retail sector.



MICHAEL MULAUDZI

Michael Mulaudzi is a secretary to four ANC MPs since February. He previously worked as a High School teacher and a PCO Administrator in Limpopo. Mulaudzi hails from Mandala village in the Limpopo province.



ZELDA PIETERSE

Zelda Pieterse joined the Caucus in April as an Intern. She previously worked for the South African Textile Workers Union in the Western Cape – where she also lives.



NKOTI MALEKA

Nkoti Maleka is an Administrative Assistant to four Members of Parliament since February. Maleka, who hails from Limpopo, previously worked as a volunteer in Moganyaka PCO in the same province.



ZUKISWA PETANI

Western Cape-based Petani joined the Caucus in March as a Creditors Clerk in the Finance Unit. She previously worked for the South African National Parks.



THANDOKAZI NKALITSHANA

Thandokazi Nkalitshana is a new Secretary to Whip, Nono Maloyi. She previously worked as a PCO Administrator in the Eastern Cape. She comes from Sterkspruit in the same province.



GRAHAME MAHANJANA

Grahame Mahanjana is a Finance Assistant in the Finance Unit since March. Previously an employee of the Radisson Hotel, Mahanjana comes from Gugulethu in the Western Cape.



ALLAN LIWANI

Allan Liwani joined the Caucus in April. Born and bred in the Western Cape, she worked as an intern at a non-governmental organisation.



SAKHELE ZULU

Sakhele is a new Secretary to Member of Parliament G Mngomezulu since February. He is a former ANC Youth League Regional Organiser and comes from KwaZulu Natal.



MAUREEN BAM

Maureen Bam has been with the ANC Caucus since April. Previously employed by the Ratanga Junction in Cape Town, she is currently serving the ANC as an Intern. Bam comes from Umtata in the Eastern Cape.



THABISA MDUMANI

Thabisa Mdumani joined the Caucus in the beginning of April as an Administrative Assistant. Before coming to the Parliament, Mdumani occupied the same position in the Lusikisiki Sub Region PCO in the Eastern Cape - her home province.



KGOMOTSO MORULE

Kgomotso Morule is the new Administrative Assistant since April. Morule is the former PCO staffer in the North West Province, her province of birth.



NONQABA PETER

Nonqaba Peter recently joined the Caucus as a Media Relations Intern in the Media & Communications Unit. Peter has previously worked for various organisations such as the Independent Electoral Commission and Parliament as a communicator. She comes from Khayelitsha in the Western Cape.



MMETSE GEORGE PITJE

George Pitje is a communicator in the Media & Communications Unit. He joined the Caucus recently after working as freelance journalist for various organisations and government departments. He hails from Soshanguve in the Gauteng Province.

LEARNING PROCEDURES TO DEAL WITH GRIEVANCES



By Reneé Thompson

One of the roles of the New Cadre is to bridge an information gap that exists between Caucus offices across the country through regular updates on issues affecting staff. Consistent with this pledge, we have introduced this column to deal with and respond to human resource queries that Caucus cadres might field. Relevant queries or comments on this article should be addressed to the Editor.

In this launch column, we entertain procedures for dealing with internal staff grievances.

There's a need to inform staff of ANC Policies and Procedures that have been developed to ensure Human Resources Policies are implemented in a consistent and non-discriminatory manner.

In the context of our environment, cadres are encouraged to be guided by political consciousness. Disagreements are frankly discussed in the spirit of constructive criticism in pursuit of common objectives. Recognising the uneven development of cadres, grievance procedures in the context of labour law are prescribed to ensure sound labour relations.

For the purpose of this article the focus will only be on grievance procedures. The definition of a grievance as

contained in the ANC Personnel Policy Manual is: "A feeling of dissatisfaction by an employee or a group of employees with an act or omission within the workplace." Formal grievance procedures provide a framework in which ANC employees can raise, and hopefully resolve, internal disputes at work.

The purpose of the grievance procedure is to ensure that individual or group grievances are considered and resolved as close as possible to the point of origin and as speedily as possible.

The resolution of grievances, subject to the following of procedure, is vested in line management. When an employee alleges that a grievance has arisen out of the act of a supervisor/ manager, the grievance may be referred immediately to the next level of supervision.

The grievance procedure should not be

used by an employee for personal vendettas against co-workers or management.

The grievance must be lodged by the employee immediately or as soon as possible after the occurrence which gave rise to it, unless special circumstances exist which may cause a delay.

The employee may request a representative to assist him/her for the purpose of resolving the grievance.

Employees and their representatives shall not suffer any prejudice in their employment as a consequence of lodging a grievance in terms of this grievance procedure.

If the grievance is not resolved and the employee wishes to take the matter further, he/she shall refer the grievance to the next level supervisor (as indicated above).

The principles contained in this procedure shall apply to all ANC employees, including staff members of PCO's. The only difference will be with regard to the line management with whom grievances are raised. PCO staff work under direct supervision of the Member of Parliament deployed to that constituency.

This means, the grievance must be raised with the Member. If this is not possible, or the grievance is with the Member, the employee can raise the issue with the National Constituency Coordinator: Andries Stemela who in turn will take the matter up with Cde Richard Baloyi, Head of Constituency Work. Thereafter stage 2 and 3 may be

followed if the matter is not yet resolved. Having a formal grievance procedure gives employees the assurance that procedures will be dealt with in a fair and consistent manner. It also indicates the commitment by our employers to resolve internal matters and disputes in an open and thorough manner. 

**Disagreements are
frankly discussed in the
spirit of constructive
criticism in pursuit of
common objectives.**



STAFF COMPANY NOW UP AND RUNNING

The much talked about staff-owned company, conceptualized three years ago by a handful of staff representatives, recently kicked off its operation in the Parliamentary premises in Cape Town. The section 21 company was formed essentially to generate basic revenue to cushion challenges of living costs of ANC Caucus staff members across the country.

Nation's Pride, as the company is called, will afford members of staff an opportunity to participate meaningfully in ensuring that the objectives of the company are achieved. One of the company directors, Harry Masenya, said Nation's Pride will encourage every staff member with marketing skills and other necessary attributes needed for business growth to play a role in various company projects.

Said Masenya: "(The company) is an idea to get into action particularly ANC members who are sitting in offices yet capable of other duties that can help bring revenue for the organization. The aim being that when people retire they can benefit from income generated through the Staff Company.



Nation's Pride set to ensure a financially safe future for staff members

By Mmetse George Pitje

"Staff are not earning market related salaries and could deliver more than what the organization had mandated them to deliver. The ANC could not attract skilled labour because the organization was not paying market related salaries hence the need for a Staff Company. This is an exercise that will ensure financial security for members of the ANC so that after serving their five years they have something to be grateful for".

One of the company's modus operandi would be to take advantage of opportunities provided by the black economic empowerment. The company will also enter

into strategic partnership with other likeminded companies and continuously broaden its deal making scope. Masenya gave an example of the procurement deal signed between Edu Solutions and the ANC, in which the company will get a percentage share of profits the company makes from business deals such as tenders.

An upbeat Masenya explained the nature of Nation's Pride: "It will not be a rigid company, it will diversify. We can also look into submissions by members of the company as to which business ventures they find most lucrative and we discuss and investigate that in a professional manner. The company is going to operate on a general purpose; I personally had an idea to tap into the property market which does not have complicated dynamics."

According to Masenya, staff members, as the sole shareholders of Nation's Pride, will get an opportunity to invest financially in the fund to form company capital.

"A discussion on how staff members can become shareholders is in the pipeline and forms part of the important infrastructure that has to be ventured into. As to how much the shares will be sold for will be determined by the very people the company is intended for" Masenya stressed.

The company is currently running on both Masenya as a Director and Matthew Oliphant as Chief Operations Officer. To be appointed in future to run Nation's Pride on full time basis would be the Chief Executive Officer together with management structure. **C**



AT THE HELM: Company Director Harry Masenya



Cadre Views

Letters to the Editor



Articles or letters should be sent to:
The Editor, New Cadre Magazine,
ANC Caucus, PO Box 15,
Cape Town, 8000,
fax: 021 4033130.
email:
momothapo@parliament.gov.za



Dear Editor

Let us infiltrate minority areas

The National Staff Lekgotla that took place in December extensively discussed issues pertaining to staff contracts. The fact of the matter is that the current contractual arrangements in the Parliamentary Constituency Offices are problematic and need to be rectified as soon as possible.

I believe that this matter needs further discussion among ourselves as members of staff and with our Members of Parliament. Indeed I believe that if PCO contracts were to be renewable every five years it would be better for both the Caucus and staff.

The second issue relates to medical aid. A snap survey shows that most of staff members in the PCOs do not belong to medical aid. I have on several occasions corresponded with our Parliament-based office but I am still not clear how one get to join. I am sure I am speaking for almost everyone on this matter. I hope that this matter would be addressed.

The last issue relates to elections. I think we really have to embark on enhanced programs to ensure that we make serious inroads in the white areas currently under the stronghold of the Democratic Alliance. We are having a situation whereby all wards in the Pretoria East for example, are under the DA. This should be corrected.

Linked to this, we must ensure that domestic workers in these areas are engaged so that they don't get intimidated by their white employers during elections. Most of these workers are usually refused an opportunity to cast their votes on election days.

Amandla!

Cde. Esther N Masuku
Pretoria East PCO
Gauteng Province



Office Jokes

I'M THE BOSS

The boss was complaining in our staff meeting the other day that he wasn't getting any respect. The next day, he brought a small sign that read:
"I'm the Boss!"

He then taped it to his office door. Later that day when he returned from lunch, he found that someone had taped a note to the sign that said:
"Your wife called, she wants her sign back!"

FAMILY BUSINESS

A very successful businessman had a meeting with his new son-in-law. "I love my daughter, and now I welcome you into the family," said the man. "To show you how much we care for you, I'm making you a 50-50 partner in my business. All you have to do is go to the factory every day and learn the operations."

The son-in-law interrupted, "I hate factories. I can't stand the noise."

"I see," replied the father-in-law. "Well, then you'll work in the office and take charge of some of the operations."

"I hate office work," said the son-in-law. "I can't stand being stuck behind a desk all day."

"Wait a minute," said the father-in-law. "I just made you half-owner of a moneymaking organization, but you don't like factories and won't work in a office. What am I going to do with you?"

"Easy," said the young man. "Buy me out."

LAWYER NAMED 'STRANGE'

A lawyer named Strange died, and his friend asked the tombstone maker to inscribe on his tombstone, "Here lies Strange, an honest man, and a lawyer." The inscriber insisted that such an inscription would be confusing, for passersby would tend to think that three men were buried under the stone. However he suggested an alternative: He would inscribe, "Here lies a man who was both honest and a lawyer."

"That way, whenever anyone walked by the tombstone and read it, they would be certain to remark: "That's Strange!"

THE BOSS TELLS SOME JOKES

The boss returned from lunch in a good mood and called the whole staff in to listen to a couple of jokes he had picked up. Everybody, but one girl laughed uproariously.

"What's the matter?" grumbled the boss. "Haven't you got a sense of humor?"

"I don't have to laugh," she replied. "I'm leaving Friday."

Contribute articles to 'NEW CADRE'

New Cadre is an official magazine for the staff members of the ANC Parliamentary Caucus. The magazine was formally launched on December 2005 during the Annual National Caucus Staff Lekgotla.

It intends to serve as an information web that connects every office of Caucus across the country. Through the publication, staff members in the provincial legislatures, Parliamentary Constituency Offices and Parliament will every three months share challenges, learn and be informed of each other's activities.

New Cadre is a platform for staff and they should be the drivers of its destiny.

The publication will be publishing its next edition at the beginning of August and staff members of every ANC Caucus office are invited to try their hand at magazine journalism by sending their articles/stories or letters to the Editor on any matter of staff interest.

You might want to report to us about a major event that took place in your workplace, role of staff in party programs in your area, complaints or compliments on services such as medical aid, provident fund etc, comments on the last national staff Lekgotla, political challenges facing staff, or anything that you think is worth being known by your fellow cadres across the country.

Or you may want to show your artistic skills by sending us a cartoon on any topic relating to staff matters.

Stories should not be longer than 800 words while letters should not exceed 200 words. The Editor reserves the right to edit any letter or story.

New Cadre Editor