



*NATIONAL EXECUTIVE COMMITTEE*

*DOCUMENTS VOLUME ONE*

*22 APRIL 1994*



**AFRICAN NATIONAL CONGRESS  
NATIONAL EXECUTIVE COMMITTEE**

**22 APRIL 1994**

**AGENDA**

1. Opening and Apologies
2. NAT Report on Current Situation
3. Report on Re-organisation of ANC Post-Elections
4. NWC Sub-Committee on Transition :
  - 4.1 A Strategy for Transition
  - 4.2 1994/5 Budget
  - 4.3 Decisions Required
  - 4.4 Parliamentary Committee
5. MHQ Report on Integration Process
6. TEC Report
7. Officials Report
8. AOB
9. Closure

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NATIONAL EXECUTIVE COMMITTEE**

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**PROGRAMME**

- |     |   |               |
|-----|---|---------------|
| 1.  | <b>Opening and Apologies</b>  | 08h30 - 09h00 |
| 2.  | <b><u>NAT Report</u></b> : Joe Nhlanhla   | 09h00 - 09h30 |
|     | <b><u>NEC MEMBERS READ DOCUMENTS</u></b>  | 09h30 - 11h00 |
|     | <b>T E A</b>  | 11h00 - 11h30 |
| 3.  | <b><u>NWC Sub-Committee on Transition</u></b> :   |               |
|     | Introduction by Valli Moosa   | 11h30 - 11h45 |
| 3.1 | <b>A Strategy for the Transition</b> :  |               |
|     | Presentation by Marion Sparg (Vol 4 : 1 - 23)   | 11h45 - 12h00 |
|     | Discussion  | 12h00 - 13h00 |
|     | <b>L U N C H</b>  | 13h00 - 14h00 |
| 3.2 | <b>1994/95 Budget</b> :   |               |
|     | Presentation by Momo (Vol 3 : 1 - 9)  | 14h00 - 14h15 |
|     | Discussion  | 14h15 - 14h45 |
| 3.3 | <b>Decisions Required by NWC Sub-Committee on<br/>Transition</b> : Led by Valli Moosa (Vol 1: 17) | 14h45 - 15h30 |
| 3.4 | <b>Parliamentary Committee</b> :  |               |
|     | Presentation by Raymond Suttner (Vol 3 : 27 - 57)   | 15h30 - 15h45 |
|     | Discussion  | 15h45 - 16h30 |
|     | <b>T E A</b>  | 16h30 - 17h00 |
| 4.  | <b><u>Integration Process and Formation of NDF</u></b>  |               |
|     | Presentation by Chief of Staff (Vol 4: 24 - 35)   | 17h00 - 17h30 |
|     | Discussion  | 17h30 - 18h30 |
| 5.  | <b><u>Re-Organisation of ANC Post-Elections</u></b>   |               |
|     | Presentation by Secretary General (Volume 1)  | 18h30 - 18h45 |
|     | Discussion  | 18h45 - 19h30 |
|     | <b>D I N N E R</b>  | 19h30 - 20h30 |
| 6.  | <b><u>TEC Report</u></b>  | 20h30 - 20h45 |
|     | Discussion  | 20h45 - 21h30 |
| 7.  | <b><u>Officials Report</u></b>  | 21h30 - 21h45 |
|     | Discussion  | 21h45 - 22h30 |
|     | <b>C L O S U R E</b>  | 22h30         |

MEMORANDUM  
THE ANC AFTER ELECTIONS

BACKGROUND

As we approach the elections, with only 3 to 4 days left, it is imperative that the ANC addresses the questions relating to future structures, relationships and processes. This issue has been the subject of many discussions - informal and formal. Even the National Reconstruction and Strategy Conference in January devoted a significant amount of time in this regard. It is unfortunate that the work of Conference was not consolidated and taken further by the Commission. Many papers have been written on this matter. However, the conception of the future ANC outside of government is far from consensual. In the recent past, as the issue became a burning and urgent one, further attempts were made to create a basis for addressing the immediate issues. Heads of Departments were drawn into meetings and a general staff meeting was called.

SOME ASPECTS ON THE FUTURE ANC

The long term future of the ANC can only be resolved through National Conference. Many questions must be addressed, including: the role of the organisation outside government; the role of the ANC in the Democratic Movement; the relationship between National and Provincial structures of the ANC; the material constraints which we will face; the structure of the ANC, in this context.

Admittedly, the process of discussion and consultation within the ANC, the Alliance and the Democratic Movement has not matured to the point where anyone can claim that a vision of the ANC in the long term exists.

THE IMMEDIATE FUTURE (BETWEEN ELECTIONS AND NATIONAL CONFERENCE)

In spite of the above reality, the ANC is faced with immediate and crucial tasks. The month of MAY will see the leadership, almost in entirety, take up seats in National and Provincial Legislatures. Key personnel will take up positions in the Civil Service, the National Defence Force, the Police and some will leave to pursue their own futures. There will be an exodus of leadership and managerial capacity.

Another stark reality is that the ANC will be facing an enormous debt. Indications are that overdrafts will be called in by the banks soon after elections. The fact that our historical sources of income have ceased is well known. This material and financial reality must be

faced up to.

The process of restructuring, streamlining and rationalising the ANC must not be delayed. There must be a balance between political objectives and material reality. Staff are experiencing anxiety and insecurity. The sooner we are able to clearly present a plan which is the product of consultation and has the endorsement of the NEC, the sooner we can begin addressing the problems and deal with the tasks at hand. A first draft discussion document was drawn up and circulated. At a meeting with Heads of Department, it was felt that it lacked essential political and principled content. The immediate challenge for the organisation is to find ways of ensuring that the critical elements of our activity are conducted in an organised and effective manner, and that the organisation remains viable and alive.

## DECISIONS REQUIRED

1. That the NEC immediately create a sub-committee of senior leaders (NEC Sub-Committee on ANC Organisation) who will be given a mandate to oversee and be responsible for:

1.1. The restructuring and rationalisation process in the short term (up to National Conference)

1.2. The preparations required for National Conference to take place within this year.

2. That the NEC sets up a Task Force which will report to the above sub-committee (NEC Sub-Committee on ANC Organisation) and which shall be responsible for managing the short term restructuring and rationalisation process.

3. That the NEC sets up a Task Force which will report to the NEC Sub-Committee on ANC Organisation and which shall be responsible for managing the preparatory process for National Conference.

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**NWC SUB-COMMITTEE ON TRANSITION**

**DECISIONS REQUIRED**

1. Re-Organisation of Government : This NEC agrees that only essential changes to be made to structure of government departments when the new government takes office. All other changes will be made at a later stage by the new government.
2. This NEC approves of the national and provincial government departments as set out in accompanying documentation as a first working plan for the new government.
3. This NEC agrees with the need for a strong central capacity in the new government, as outlined in accompanying documentation and specifically agrees with the approach to the Presidents Office, Cabinet Office , Ministries, Cabinet Committees and Political Secretaries in Ministries.
4. This NEC instructs the NWC to identify candidates for the posts of Directors General for national departments and for members of the Public Service Commission.
5. This NEC instructs Provincial Premiers to identify candidates for the Provincial Directors General.
6. This NEC instructs the NWC to continue the training programme for public servants.